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HUD Challenge Grant

# City of Tampa, Florida

## Nebraska – Hillsborough Avenue Primary Corridor Master Plan

### Final Work Plan

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May 10, 2011

#### Introduction

Through a rigorous planning process and extensive community engagement, the City of Tampa intends to complete a plan for the Nebraska – Hillsborough Avenue Primary Transit Corridor and surrounding environs that will promote transit-oriented development and serve as a model for guiding development throughout the City.

#### Objectives

The primary objectives of the project are to:

- Prepare a Nebraska-Hillsborough Avenue Primary Transit Corridor Master Plan that attracts and promotes transit-oriented development and creates a livable, walkable community.
- Facilitate informed community dialogue among the diverse stakeholders in order to obtain input into the specific land use planning needs for the primary transit corridor.
- Prepare transit-oriented development regulations and streamline the development review phase to implement the recommendations of the Nebraska-Hillsborough Avenue Primary Transit Corridor Master Plan.
- Apply lessons learned through the project to other designated Primary Transit Corridors in the City.

#### Strategy

The strategy to achieve these objectives is described below:

- ***The Nebraska – Hillsborough Primary Transit Corridor Master Plan*** - The City will acquire the services of a qualified consultant to complete the Nebraska – Hillsborough Primary Transit Corridor Master Plan. The Nebraska – Hillsborough Avenue Primary Transit Corridor extends from downtown Tampa, north along Nebraska Avenue to Hillsborough Avenue, then east along Hillsborough Avenue to 22<sup>nd</sup> Street.

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The corridor is part of a larger primary transit corridor network established through the 2009 Tampa Comprehensive Plan. Tampa is 92% built-out to its corporate limits. Most future development will occur as infill development – adding greater densities and filling in existing vacant areas of the city. To protect existing communities and to minimize adverse impacts of future development, the Comprehensive Plan calls for directing new development to and along the Primary Transit Corridors. The Primary Transit Corridors offer the best opportunities to support mixed-use, transit-oriented development. The Nebraska-Hillsborough Primary Transit Corridor will be used as a model to evaluate redevelopment and regulatory strategies that can then be applied to the overall network.

The Master Plan for this corridor will evaluate transit oriented development options that can be employed within the corridor and in other primary transit corridors in the city. The Corridor Master Plan will evaluate redevelopment strategies at planned HART MetroRapid stops, future fixed-rail stations and the site of the planned high-speed rail station; strategies to foster pedestrian, bicycle and multi-modal connectivity; and strategies to promote a context-sensitive transition to adjacent residential areas.

- ***Alternative Development Plan for the Area Surrounding the Site of the Previously Planned High Speed Rail Station*** - In January, 2011, Florida's Governor Rick Scott turned down \$2.4 Billion to construct Florida's High Speed Rail System. Efforts to keep the project alive by forming a local coalition to accept the funding failed. In March, Secretary Ray LaHood (U.S. DOT) announced that Florida's funding would be made available to other states. In April, 2011, President Obama announced cuts in the 2011 budget for new high speed rail projects. These actions nullified the assumption that a high speed rail station would be constructed and in operation in downtown Tampa by 2015. As a result, a detailed station area plan is no longer the highest priority.

While plans for a high speed rail station have been shelved for the short term, the site is still planned for some type of transportation intermodal facility (light-rail, BRT, commuter rail, etc.). The priority now is to complete a plan for the area taking into account the various intermodal options and the linkages to the adjacent and nearby properties. The *Alternatives Development Plan* for the Intermodal Transportation Facility will look at interim strategies to promote livability and connectivity in the immediate area, particularly in light of the fact that more than 6 acres of land in the downtown will be vacant for a few years.

Due to its proximity and relationship of the site of the intermodal transportation facility to the Nebraska-Hillsborough Primary Transit Corridor, the Alternatives Development Plan will be included as a component of the Primary Transit Corridor Master Plan.

- ***Master Conceptual Development Plan for the Central City Area*** – A Master Conceptual Development Plan will be completed to show how the primary transit corridor will connect, integrate and facilitate development within 2 miles

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of the site of the former HSR station. This area includes all of downtown Tampa and several residential neighborhoods, urban villages and commercial centers surrounding the Central Business District. These areas will be linked together by one or more primary transit corridors. The *Master Conceptual Development Plan* will identify the emerging development opportunities and show how these opportunities will be linked together to promote effective multi-modal connectivity, support economic development and create livable, walkable neighborhoods.

- ***Broad-Based Community and Technical Stakeholder Participation*** - A diverse team comprised of city department leaders, transit operators, regional agency staff and community stakeholders will be convened throughout the planning process to ensure the Primary Transit Corridor Master Plan will meet its goals and be implemented. A variety of engagement tools will be used to promote high levels of community, technical and policy feedback into the process, including, scoping meetings, community meetings, design charettes, project web sites and social media applications, workshops and project management meetings.
- ***Transit-Oriented Development Regulations*** – Transit-oriented development regulations will be produced to implement the recommendations of the Nebraska-Hillsborough Avenue Primary Transit Corridor Master Plan. A unified, streamlined approach to development review and approvals will be advocated, one that reduces regulatory conflicts often created where multiple governmental entities have regulatory authority. The development review process will be streamlined to reduce unnecessary or duplicative steps and save time.
- ***Knowledge Sharing and Lessons Learned***- Valuable lessons learned from this project can be applied to other corridors. One of the ways that the lessons learned will be applied is through Knowledge Sharing Workshops that will bring together the staff from the various regulatory and planning entities to discuss specific regulatory challenges and agree on techniques and solutions that not only can be applied within the Nebraska – Hillsborough Primary Transit Corridor, but in other corridors throughout the City. Skills training will also be provided to augment the knowledge transfer and build capacity of the staff to implement the recommendations of the Plan. Over time, common approaches to recurring development issues will be established, enabling the staff to move from a strict “rules-based” framework to one that is more “outcome-based”.

## Project Phases

The project will be completed in six phases, which are described below.

**Phase I: Project Initiation** - Includes all activities needed to begin the project, including the selection of the consultant; development of a detailed consultant’s scope of work; identification of community stakeholders, including minorities and disadvantaged population; development of public outreach and communication plan; and development of a skills training deployment plan.

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**Phase II: Inventory and Data Gathering** - Includes activities by which the project team and consultant gain an understanding of the issues and opportunities that exist in the corridor. This phase represents the collection of "hard" data, such as land use, development plans, demographic and market information, traffic and transit data, etc.

**Phase III: Alternatives Analysis** - In this step, alternative design scenarios will be developed based on the work completed in the previous phase. The consultant will engage the community by using plan and perspective drawings through a series of charettes to create and evaluate a number of possible plans. This phase will end with a selection of a Preferred Development Concept by the community stakeholders for the primary transit corridor.

**Phase IV: Plan Development** - Involves the production of the plan for the Nebraska – Hillsborough Primary Transit Corridor. The Plan will present a cohesive and comprehensive story of the primary transit corridor and the area surrounding the proposed high speed rail station, providing a road map of how the corridor/station area should develop to create a more livable community. This phase includes the development of a preliminary draft plan and a final draft plan.

**Phase V: Plan Implementation** - Includes the activities that will implement the recommendations of the master plan. This includes transit oriented development regulations that will be integrated with the City's form-based code framework. The City's current development review process will be reviewed with the intent of streamlining the process and eliminating conflicts between city department and external agency regulations. The phase concludes with the development of draft TOD regulations and review process.

**Phase VI: Project Close** - Includes the activities that will mark the official end of the project. A "Lessons Learned" report will be completed summarizing the lessons learned in completing the corridor master plan and outlining those lessons/recommendations that have applicability in other primary transit corridors. The project team will convene other members of the city staff and external agencies that have regulatory authority in the primary transit corridors. At this meeting, the project lessons learned will be presented and an open discussion focusing on how to transfer knowledge gained from this corridor project to other transit corridors will be facilitated.

In addition to these six phases, there are certain **Project Management** activities that will occur throughout the project lifecycle or at regular intervals. These activities include project team meetings, training and development and status reporting.

### Work Plan Elements

The six major phases of the project are described in the following pages. The duration of the phases are based on best estimates of what will be needed to accomplish the Goal and Objectives for each phase, but may change as project demands.

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### **Phase I: Project Initiation**

**Duration (est):** 8 Months

**Timeline:** May 1, 2011 – December 31, 2011

**Goal:** Complete all activities necessary to begin the planning phase of the project.

**Objectives:**

- Establish the Primary Transit Corridor Technical Committee (PTCTC)
- Acquire Qualified Consulting Services
- Identify Community Stakeholders
- Create a Public Engagement / Participation Plan
- Kick-Off the Project

**Task 1: Finalize the Primary Transit Corridor Technical Committee** - The City will establish a technical committee comprised of city staff and external agencies that will provide technical oversight and in-kind services to support the project throughout the project lifecycle. **(City Project Team)**

**Task 2: Request Proposals from Qualified Consultants** -The City will develop and advertise a Request for Qualifications (RFQ) for consulting services consistent with the City's adopted procedures. **(City Project Team)**

**Task 3: Select Consultant** - Through the City's adopted consultant competitive selection process, a qualified consultant(s) will be selected to complete the required plan(s). **(City Project Team / City Contract Administration Department)**

**Task 4: Negotiate and Executive Consultant Agreement** - The City will negotiate and execute a contract with the selected consultant to undertake the scope of work required under the project. **(City Project Team / City Contract Administration Department)**

**Task 5: Hold Project Kick-Off Meeting** - The Consultant will meet with the City's Project Team to finalize the boundary of the study area, review the objectives of the project, the schedule and identify data/information requests of the project team. **(City Project Team / Consultant)**

**Task 6: Identify Community Stakeholders** - The Consultant, working with the Project Team, will identify key stakeholders who will help to determine what is special about the planning area and help to broaden the base of participants and partners who can help shape the vision. The stakeholders should reflect the diversity of the community including minorities and disadvantaged population, community groups, business associations,

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neighborhood associations, non-profits and other interests. **(City Project Team / Consultant)**

**Task 7: Develop Communications Plan** - The Consultant will produce a communications plan that will detail the public involvement program and will identify the types, scale and frequency of public meetings, regular project briefings and new media (web pages, telephone town hall meetings, social media, etc.) communication necessary to support the effort as provided for in this work plan. **(City Project Team / Consultant)**

**Task 8: Hold Community Meeting #1** - The Consultant, together with City staff, will hold a broad based community stakeholder meeting to introduce the project to the community. The study area, scope of work, project expectations and the public involvement process will be presented to stakeholders. Initial Issues and Opportunities will be discussed. **(City Project Team / Consultant)**

### ***Phase II: Inventory and Data Gathering***

**Duration (est):** 6 Months

**Timeline:** January 1, 2012 – June 30, 2012

**Goal:** Compile all relevant background information needed to evaluate future development options.

**Objectives:**

- Begin Public Outreach Efforts
- Compile Inventory of Existing Conditions, Issues & Opportunities
- Establish Program to Increase Skill Sets of Technical Staff

**Task 9: Complete Scoping Meetings** – The Consultant will meet with representatives of key stakeholder groups and City staff to solicit feedback and comments into the issues, needs and opportunities that exist in the study area (assume at 15-18 meetings). **(City Project Team / Consultant)**

**Task 10: Complete Inventory of Conditions Report** – The consultant will review existing plans, documents and regulations affecting the study area and he/she will meet with representatives of the various stakeholder groups (Task 9) to gain an understanding of the issues and opportunities within the study area. Photographing, mapping and site visits to the study area and environs will also occur. This step involves collecting “hard” data, such as land use, topography, private development plans, adjacent neighborhood plans, land ownership, utilities, storm water, woodlands, wetlands, historic data, demographic and market information, traffic and transit data, etc., everything needed to evaluate potential corridor redevelopment scenarios. The Consultant will map the existing development review process and identify areas where potential streamlining may support development efforts in the corridor. **(City Project Team / Consultant)**

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**Task 11: Complete Existing Benchmark / Metrics Assessment** - Per the requirements of the grant agreement between the City of Tampa and the Department of Housing and Urban Development, the consultant will benchmark the respective planning areas using the metrics listed below. Additional metrics may be developed based on the findings of the Inventory of Conditions Report (Task 10). The Assessment will be included in the Inventory of Conditions Report. **(City Project Team / Consultant)**

Population density  
Employment density  
Dwelling unit density  
Use mix  
Transit proximity to affordable housing developments  
Transit proximity to housing  
Transit adjacency to housing  
Jobs to housing balance  
Commercial building density  
Residential infill  
Employment infill  
Public space (including parks) supply  
Public space (including parks) proximity to housing  
Public space (including parks) proximity to employment  
Public space (including parks) adjacency to housing  
Public space (including parks) adjacency to employment  
Open space share  
Public space connectivity  
Transit-oriented residential density  
Transit-oriented employment density  
Transit proximity to employment  
Transit adjacency to employment  
Pedestrian Setback  
Pedestrian network coverage  
Bicycle network coverage  
Residential multi-modal access

**Task 12: Hold Community Meeting #2:** With assistance from the Project Team, the Consultant shall conduct the second of five community meetings. Community Meeting #2 will be used to provide a summary of the initial findings based on the inventory assessment and solicit comments on potential issues and opportunities for further examination. **(City Project Team / Consultant)**

**Task 13: Identify Community Issues/Opportunities** -- The Consultant will compile a list of issues/opportunities within the study area based on the input of the public, community stakeholders and findings of the inventory of existing conditions. **(City Project Team / Consultant)**

**Task 14: Develop Knowledge Sharing Curriculum** -- Based on the initial review of issues and opportunities within primary transit corridor and an assessment of the current skill set of the Technical Team, the Consultant will prepare an

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inventory of the training programs, workshops, webinars, podcasts, etc. related to the issues and opportunities and that can be used to increase the capacity and skill sets of the City's Technical Committee. **(City Project Team / Consultant)**

**Task 15: Hold Knowledge Sharing Workshop #1** -- The Consultant will conduct a workshop on one or more specific topics related to issues and opportunities identified in the corridor with the objective of reducing regulatory barriers and increasing the skills sets of those involved in the planning and approval of projects within the corridor. **(City Project Team / Consultant)**

### *Phase III: Alternatives Analysis*

**Duration (est):** 6 Months

**Timeline:** July 1, 2012 – December 31, 2012

**Goal:** Evaluate alternative development scenarios for the Nebraska-Hillsborough Primary Transit Corridor and Select a Preferred Development Concept.

#### **Objectives**

- Engage Community and Technical Stakeholders in Evaluating the Future of the Primary Transit Corridors
- Identify Alternative Development Options
- Gain Community Consensus on a Preferred Development Scenario
- Select a Preferred Development Alternative for the Corridor.
- Increase Skills and Capacity of City Staff to Promote Desired Development

**Task 16: Organize Design Charettes** – The Consultant will recommend topics, schedule and format for design charettes that will be used to engage the community stakeholders in evaluating a number of possible plans based on the findings of the preliminary data and analysis (assume at least 12 charette type meetings). **(City Project Team / Consultant)**

**Task 17: Complete Community Design Charettes** – The Consultant, together with the City's Technical Committee, will engage the community stakeholders through a series of design charrettes to create and evaluate a number of possible plans. **(City Project Team / Consultant)**

**Task 18: Evaluate Alternatives** – The Consultant will evaluate design options for the corridor and will recommend alternatives for consideration by the Technical Committee and community stakeholders. This step involves evaluating the alternatives using the metrics identified in Task 11 comparing the results to the benchmarks summarized in the Baseline Metrics Report. This step also involves evaluating the alternatives using the Community Issues Report (Task 13). **(City Project Team / Consultant)**

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**Task 19: Hold Community Meeting #3:** With assistance from the Technical Committee, the Consultant will conduct a third meeting. Community Meeting #3 will be used to present the alternative design concepts for the respective planning areas and to solicit comments on each alternative. **(City Project Team / Consultant)**

**Task 20: Select Preferred Design Concept -** With assistance from the Project Team, the Consultant will conduct a second round of public charettes. Based on feedback solicited in Community Meeting #3 and the Consultant's professional evaluation, the Consultant will engage the community in selecting a preferred design concept for the Nebraska-Hillsborough Primary Transit Corridor. In addition, the participants will discuss and evaluate the identified short- and long-term priorities. **(City Project Team / Consultant)**

**Task 21: Hold Community Meeting #4 --** With assistance from the Project Team, the Consultant will conduct a fourth community meeting. Community Meeting #4 will be used to present the preferred design concepts for the respective planning area and to solicit public input regarding its completeness and responsiveness to issues raised during the process. **(City Project Team / Consultant)**

**Task 22: Hold Knowledge Sharing Workshop #2 and #3 --** The Consultant will conduct two workshops on one or more specific topics related to issues and opportunities identified in the Alternatives Analysis with the objective of reducing regulatory barriers and increasing the skills sets of those involved in the planning and approval of projects within the corridor. **(City Project Team / Consultant)**

#### ***Phase IV: Plan Development***

**Duration (est):** 4 Months

**Timeline:** January 1, 2013 – April 30, 2013

**Goal:** Produce a final Master Plan for the Nebraska-Hillsborough Primary Transit Corridor.

#### **Objectives**

- Complete a Draft of the Master Plan
- Gain Community Consensus and Approval for the Plan
- Produce a Final Master Plan for the Nebraska – Hillsborough Primary Transit Corridor
- Increase Skills and Capacity of City Staff to Promote Desired Development

**Task 23: Prepare Preliminary Draft Plan --**The Consultant will prepare a preliminary draft Nebraska-Hillsborough Primary Transit Corridor Master Plan and the Master Conceptual Development Plan based on the preferred concepts,

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ideas and views expressed in the design charrettes and community meetings. **(City Project Team / Consultant)**

**Task 24: Prepare Implementation Plan** - The Consultant will produce a recommended implementation plan that will identify specific actions to implement the Primary Transit Corridor Master Plan and the Master Conceptual Development Plan. The Implementation Plan will outline the regulatory changes to be made, specify needed capital improvements and identify next steps. **(City Project Team / Consultant)**

**Task 25: Hold Community Meeting #5** -- With assistance from the Project Team, the Consultant shall conduct a fifth community meeting. Community Meeting #5 will be used to present the preliminary plan(s) and allow the community to register final comments. **(City Project Team / Consultant)**

**Task 26: Complete Final Draft Plan** -- The Consultant will prepare a final draft Nebraska-Hillsborough Primary Transit Corridor Master Plan and the Master Conceptual Development Plan based on all comments received to date. **(City Project Team / Consultant)**

**Task 27: Hold Knowledge Sharing Workshop #4** -- The Consultant will conduct a workshop on one or more specific topics related to issues and opportunities identified in the Alternatives Analysis with the objective of reducing regulatory barriers and increasing the skills sets of those involved in the planning and approval of projects within the corridor. **(City Project Team / Consultant)**

#### ***Phase V: Implementation***

**Duration (est):** 8 Months

**Timeline:** March 1, 2013 – October 31, 2013

**Goal:** Produce a final Master Plan for the Nebraska-Hillsborough Primary Transit Corridor.

#### **Objectives**

- Draft Transit Oriented Development Regulations
- Streamline the Development Review Process
- Increase Skills and Capacity of City Staff to Promote Desired Development

**Task 28: Draft Land Development Regulations** - Based on the final recommendations of the Plan and under the direction of the Project Team, the Consultant will produce amendments to the City's land development code to implement the plan. These code amendments include Urban Design Standards for the Central Business District, Form – Based (Transit Oriented Development) Regulations for the portion of the study area outside of the Central Business District. **(City Project Team / Consultant)**

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**Task 29: Recommend Development Review Process Improvements:** Based on a review of the current process, together with the final recommendations of the plan, the Consultant will produce a recommended updated development review process identifying potential time savings and steps eliminated. **(City Project Team / Consultant)**

**Task 30: Hold Knowledge Sharing Workshop #5 and #6 --** The Consultant will conduct two workshops on one or more specific topics related to development of land development regulations with the objective of reducing regulatory barriers and increasing the skills sets of those involved in the planning and approval of projects within the corridor. **(City Project Team / Consultant)**

#### ***Phase VI: Project Close***

**Duration (est):** 2 Months

**Timeline:** November 1, 2013 – December 31, 2013

**Goal:** Complete all documentation to officially close out the project.

#### **Objectives**

- Assess Lessons Learned Through the Project
- Assess Skills Attained Through Knowledge Transfer Workshops
- Identify Measures That Can be Applied to Other Corridors with the City

**Task 31: Conduct Lessons Learned Workshop -** The City Project Team will schedule a final close-out meeting to discuss lessons learned that could be applied to other areas of the City, primary transit corridors or in other regulations. A final report will be completed summarizing the successes and shortfalls of the project, together with the recommendations for transferring the lessons learned to other areas of the City. The report will also contain an assessment of the skills acquired by the participants as a result of participating in the workshops. **(City Project Team / Consultant)**

#### ***Project Management***

**Duration (est):** Ongoing Through Project End

**Timeline:** June 1, 2011 – December 31, 2013

**Goal:** Provide ongoing project support

#### **Objectives**

- Keep Technical Team Members and City Staff Informed on Project Status
- Provide Ongoing Training to Support Staff Capacity Building
- Monitor / Report on Project Progress

**Task 32: Hold Regular Project Team Meetings -** A project management meeting will be scheduled at regular intervals (e.g., monthly) to keep all members of the

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technical committee and staff informed of the project status, issues and schedule. **(City Project Team / Consultant)**

**Task 33: Provide Ongoing Training** – The outputs of Task 14, Knowledge Sharing Curriculum will be used to identify trainings programs that would support the ability of the technical staff to interpret, implement and administer land development regulations or process improvements necessary to achieve the vision in the plan. **(City Project Team)**

**Task 34: Complete Bi-Annual Progress Report** – The Consultant will complete and submit a bi-annual status report documenting progress to date on completing the required deliverables, identifying successes and listing remaining challenges. **(City Project Team / Consultant)**

## Schedule

The anticipated schedule for the project is shown on the next two pages. The project is expected to take approximately 31 months to complete.

## Work Plan Spreadsheet

The elements of the work plan are shown in the Work Plan Spreadsheet beginning on Page 13. The Spreadsheet describes each of the tasks identified in the Work Plan and includes additional measurement and evaluation criteria.

Livability Principles Addressed: Provide More Transportation Choices  
 Promote Equitable Affordable Housing  
 Enhance Economic Competitiveness

Support Existing Communities  
 Coordinate Policies and Leverage Investment  
 Value Communities and Neighborhoods

Long-Term Outcome Desired: Create Transit Oriented Mixed-Use Communities

Task #	Description	Deliverable	Responsibility	Due	Status	Measures	Complete	Evaluation
<b>Project Initiation (target: 7 mos.)</b>								
1	Finalize the members of the Primary Transit Corridor Technical Committee	Updated Project Team List	City Project Team	June 2011	In Progress	Updated Project Team List Submitted (% complete)	0%	Degree of participation from external agencies and City departments
2	Request Proposals from Qualified Consultants	Completed RFP and Advertisement	City Project Team	June 2011	Not Started	RFP & Advertisement Completed (% complete)	0%	Selection of consultant has been initiated
3	Select Consultant	Notice of Consultant Selection	City Project Team	August 2011	Not Started	Consultant Selected (% complete)	0%	Qualified Consultant Selected
4	Negotiate and Execute Consultant Agreement	Executed Consultant Contract(s)	City Project Team	October 2011	Not Started	Consultant on Contract (% complete)	0%	Consulting phase of project began
5	Hold Project Kick-Off Meeting	Inventory Needs List; Project Kick-Off Meeting, Project Kick-Off Team Meeting Summary	Consultant / City Project Team	November 2011	Not Started	Project Kick-Off Meeting Held (% complete)	0%	Project scope, <u>study area defined</u> and deliverables agreed upon and clearly communicated to project team.
6	Identify Community Stakeholders	Community Stakeholders List	Consultant / City Project Team	December 2011	Not Started	Community Stakeholder List Complete (% complete)	0%	Used to evaluate degree of participation from affected community stakeholders
7	Develop Communications Plan	Communications Plan	Consultant / City Project Team	December 2011	Not Started	Communications Plan Complete (% complete)	0%	Degree by which plan provides opportunities for all stakeholders to provide input and remain informed throughout project lifecycle.
8	Hold Community Meeting #1	Community Meeting Community Meeting #1 Summary	Consultant / City Project Team	December 2011	Not Started	# of Community Meetings Held; # of People Noticed for Meetings # of People Attending; % of Persons Attending the Meetings who live or work in the study area;	0 0 0 0	Used to evaluate degree of participation from community stakeholders and affected residents, business owners or people who work in the area.
<b>Inventory and Data Gathering (target 6 mos.)</b>								
9	Complete Scoping Meetings	Scoping Meetings Summary	Consultant / City Project Team	February 2012	Not Started	Scoping Meetings Summary (% complete)	0%	
10	Compile Inventory of Conditions Report	Inventory and Data Gathering Report	Consultant / City Project Team	May 2012	Not Started	Inventory and Data Gathering Report (% complete )	0%	Degree that inventory meets requirements of the project as outlined in Inventory Needs List
11	Complete Existing Benchmark / Metrics Assessment	Baseline Metrics Report	Consultant / City Project Team	May 2012	Not Started	Baseline Metrics Report (% complete)	0%	Used as the baseline for measuring impacts of the Corridor and Station Area Plan
12	Hold Community Meeting #2	Community Meeting Community Meeting #2 Summary	Consultant / City Project Team	May 2012	Not Started	# of Community Meetings Held; # of People Noticed for Meetings # of People Attending; % of Persons Attending the Meetings who live or work in the study area;	0 0 0 0	Used to evaluate degree of participation from community stakeholders and affected residents, business owners or people who work in the area.

13	Identify Community Issues / Opportunities	List and Description of Community Issues	Consultant / City Project Team	May 2012		Community Issues Report (% complete)	0%	Used to evaluate responsiveness of the Corridor and Station Area Plan to community and technical concerns and desires.
14	Develop Knowledge Sharing Curriculum	Knowledge Sharing Workshop Knowledge Sharing Workshop #1 Summary	Consultant / City Project Team	May 2012	Not Started	Knowledge Sharing Resource List (% complete)	0%	Used to provide a roadmap of training programs to support skill capacity of city staff.
15	Hold Knowledge Sharing Workshop #1	Knowledge Sharing Workshop Summary	Consultant / City Project Team	June 2012	Not Started	# of Knowledge Sharing Workshops Held; # of Regulatory Staff Participating; # of Agencies / Departments Represented	0 0 0	Assess progress in convening regulatory staff and degree of participation by internal and external agencies.

### **Analysis of Alternatives (Target: 6 mos.)**

16	Organize Design Charettes	Design Charettes Work Plan	Consultant	July 2012	Not Started	Design Charette Work Plan (% complete)	0%	Used to evaluate degree by which Charette topics relate to issues identified.
17	Complete Community Design Charettes	Design Charettes Meeting Summaries	Consultant	August 2012	Not Started	Design Charette (% complete); # of People Participating in Charettes; % of Persons Participating in the Charettes who live or work in the study area;	0% 0 0%	Used to evaluate degree of participation from community stakeholders and affected residents, business owners or people who work in the area..
18	Evaluate Alternatives	Alternatives Analysis Report	Consultant	September 2012	Not Started	Alternatives Analysis Report (% complete)	0%	Used to evaluate degree by which alternatives will achieve livability principles based on metrics and meets community concerns.
19	Hold Community Meeting #3	Community Meeting Community Meeting #3 Summary	Consultant / City Project Team	September 2012	Not Started	# of Community Meetings Held; # of People Noticed for Meetings # of People Attending; % of Persons Attending the Meetings who live or work in the study area;	0 0 0 0	Used to evaluate degree of participation from community stakeholders and affected residents, business owners or people who work in the area.
20	Select Preferred Design Concept	Preferred Design Concept Report	Consultant	October 2012	Not Started	Preferred Alternative Selected (% complete) # of People Participating in Charettes % of Persons Participating in the Charettes who live or work in the study area	0% 0 0%	
21	Hold Community Meeting #4	Community Meeting Community Meeting #4 Summary	Consultant / City Project Team	November 2012	Not Started	# of Community Meetings Held; # of People Noticed for Meetings # of People Attending; % of Persons Attending the Meetings who live or work in the study area;	0 0 0 0	Used to evaluate degree of participation from community stakeholders and affected residents, business owners or people who work in the area.
22	Hold Knowledge Sharing Workshop #2 & #3	Knowledge Sharing Workshop (2) Knowledge Sharing Workshop #2 & #3 Summary	Consultant / City Project Team	December 2012	Not Started	# of Knowledge Sharing Workshops Held; # of Regulatory Staff Participating; # of Agencies / Departments Represented	0 0 0	Assess progress in convening regulatory staff and degree of participation by internal and external agencies.

**Plan Development (Target: 4 mos.)**

23	Prepare Preliminary Draft Plan	Corridor Master Plan (Including the Alternative Development Plan) (Preliminary Draft) Master Conceptual Development Plan (Preliminary Draft)	Consultant	February 2013	Not Started	Preliminary Draft of Corridor Master Plan (% complete)	0%	Assess degree by which preliminary draft includes key information and decisions made on the corridor and station area.
24	Prepare Implementation Plan	Corridor Implementation Plan	Consultant	February 2013	Not Started	Corridor Implementation Plan (% complete)	0%	Assess degree by which the plan identifies specific actions to implement the corridor and station area plans.
25	Hold Community Meeting #5	Community Meeting Community Meeting #5 Summary	Consultant / City Project Team	November 2013	Not Started	# of Community Meetings Held; # of People Noticed for Meetings # of People Attending; % of Persons Attending the Meetings who live or work in the study area;	0 0 0 0	Used to evaluate degree of participation from community stakeholders and affected residents, business owners or people who work in the area.
26	Complete Final Draft Plan	Final Corridor Master Plan (including the Alternative Development Plan) Final Master Conceptual Development Plan	Consultant	April 2013	Not Started	Final Corridor Master Plan (% complete)	0%	
27	Hold Knowledge Sharing Workshop #4	Knowledge Sharing Workshop Knowledge Sharing Workshop #4 Summary	Consultant / City Project Team	April 2013	Not Started	# of Knowledge Sharing Workshops Held; # of Regulatory Staff Participating; # of Agencies / Departments Represented	0 0 0	Assess progress in convening regulatory staff and degree of participation by internal and external agencies.

**Implementation (Target: 8 mos)**

28	Draft Land Development Regulations	Transit Oriented Development Regulation	Consultant / City Project Team	October 2013	Not Started	Transit Oriented Development Regulations (% Complete) % of recommended code changes that will promote TOD Development # of local, regional and state procedures aligned to promote TOD development # of steps reduced in the review process	0% 0% 0 0	Assess effectiveness of recommended code revisions has on streamlining the process and encouraging Transit Oriented Development
29	Recommend Development Review Process Improvements	Revised Process Flow Chart	Consultant / City Project Team	October 2013		Revised Process Flow Chart (% complete)	0%	
30	Hold Knowledge Sharing Workshop #5 & #6	Knowledge Sharing Workshop (2) Knowledge Sharing Workshop #5 & #6 Summary	Consultant / City Project Team	October 2013	Not Started	# of Knowledge Sharing Workshops Held; # of Regulatory Staff Participating; # of Agencies / Departments Represented	0 0 0	Assess progress in convening regulatory staff and degree of participation by internal and external agencies.

**Project Close (Target: 2 mos)**

31	Conduct Lessons Learned Workshop	Project Lessons Learned Report	City Project Team, Consultant	January 2014	Not Started	Project Lessons Learned Report (% complete) # of lessons learned or procedures changed	0% 0	Ability to transfer experienced gained to other planning areas within the City and assessment of the skills acquired by the City Project Team as a result of participating in the project.
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## Project Management

32	Project Team Meetings	Project Team Meeting Summary	Consultant / City Project Team	2011-2014	In Progress	# of Project Team Meetings Held	2	Assess degree of communication of project status and needs to technical staff.
33	Training and Development	Bi-annual report of training & development completed	Consultant / City Project Team	2011-2014	Not Started	Professional Development Classes Scheduled (Hours) # of Technical Team Members Attending # of Hours Of Professional Training	0 0 0	Used to evaluate degree of participation from community stakeholders and affected residents, business owners or people who work in the area.
34	Develop bi-annual progress report	Bi-annual progress report	Consultant, City Project Team	2011-2014	Not Started	# of Bi-Annual Reports Submitted	0	Review to assess progress towards project objectives are met and that stakeholder participation is occurring.

## Corridor Master Plan Evaluation Metrics

Population density  
 Employment density  
 Dwelling unit density  
 Use mix  
 Transit proximity to affordable housing developments  
 Transit proximity to housing  
 Transit adjacency to housing  
 Jobs to housing balance  
 Commercial building density  
 Residential infill  
 Employment infill  
 Public space (including parks) supply  
 Public space (including parks) proximity to housing  
 Public space (including parks) proximity to employment  
 Public space (including parks) adjacency to housing  
 Public space (including parks) adjacency to employment  
 Open space share  
 Public space connectivity  
 Transit-oriented residential density  
 Transit-oriented employment density  
 Transit proximity to employment  
 Transit adjacency to employment  
 Pedestrian Setback  
 Pedestrian network coverage  
 Bicycle network coverage  
 Residential multi-modal access

# Project Schedule



