

ATTACHMENT A: SCOPE OF SERVICES

Part I: Snapshot and Projections

This component of the Pella Plan identifies existing conditions and contexts for the Comprehensive Development Plan. The identification and analysis of current conditions will incorporate, update and add to previous comprehensive plan work completed by JEO Consulting Group. Specific elements of the work program for Part I include:

1.1 Demographics and Economic Snapshot

This component will consist of a detailed review and update of population growth assumptions, building on our previous demographic analysis. The scope includes:

- A. Review of population change and growth rates over time.
- B. Analysis of growth and migration trends to provide a complete picture of community population dynamics, including growth rates, historic migration patterns, age cohort changes, school enrollment, and birth rates.
- C. Population forecast scenarios, based on growth rate and migration models, compared with other regional projections.
- D. Employment and income analysis.
- E. Economic activity, including retail sales.

1.2 Housing and Development Snapshot and Trends

- A. Ten-year review of housing production by type, price and geography.
- B. Economics of housing, including values and costs.
- C. Comparison and analysis of changes in housing occupancy.
- D. Analysis of commercial, industrial, and office development.
- E. Mapping of major development areas

1.3 Land Use Inventory

- A. Inventory and mapping existing land use, including mapping and tabulation of uses within the corporate boundaries of the City and its extra-territorial jurisdiction area.
- B. Analysis of existing uses by density/compactness and use distribution.

1.4 Transportation Issues and Changes

- A. Compiling existing traffic volumes on major street system.
- B. Analysis and application of existing regional traffic models.
- C. Defining the existing system by functional category and street section.
- D. Calculating existing level of service through volume/capacity analysis.
- E. Defining and mapping proposed changes in the local and regional system.

1.5 Public Facility Inventory

- A. Identifying and evaluating each public facility in Pella, including public buildings, police and fire facilities, and service bases.
- B. Evaluating each facility's ability to meet future market needs, using field visits and interviews with facility managers.

1.6 Infrastructure Inventory

- A. Analyzing existing infrastructure systems, including wastewater management, storm water, water distribution, and solid waste systems.
- B. Evaluating current system operation and constraints, using interviews, evaluations of conditions and future repair and growth needs.
- C. Defining service expectations and standards for each infrastructure system.
- D. Updating city utility maps.

1.7 Environmental Resources and Constraints

- A. Identifying and mapping important environmental and geographic features in undeveloped areas.
- B. Identifying and mapping other significant features and National Register listed or eligible sites and properties.

1.8 Opportunities and Issues

- A. Developing an Opportunities Map for review by the Planning Committee
- B. Presenting existing conditions and issues at workshop meetings of the Planning Committee.

Deliverable: Draft chapter(s) on Part I Tasks

Deliverable Deadline: February 15, 2007

Part II: Goals and Principles

The Goals and Principles portion of the process will develop a set of common principles and directions that reflect community values and guide the rest of the comprehensive plan. As in Part I, RDG will to the maximum extent possible incorporate previous comprehensive planning work completed by JEO Consulting Group. The components of Part II include:

2.1 The Pella Plan Steering Committee.

RDG will work with the established Pella Comprehensive Plan Steering Committee. Regular meetings of this group ensure that the process meets scheduling goals through communication with and input from the committee.

2.2 Focus Group/Key Stakeholder Interviews.

RDG will incorporate the results of JEO Consulting Group's focus group interview process. It is anticipated that a limited number of additional focus groups will be interviewed by RDG. It is anticipated that this additional effort will constitute a one-day site visit by RDG staff. The groups interviewed by RDG will discuss Pella's key planning issues and help us measure directions and areas of agreement.

2.3 Project Website.

We will implement a project website and use this as a primary method of gathering community input and comment on issues and goals.

2.4 Community Workshop.

RDG will incorporate applicable results of JEO Consulting Group's Community Workshop/Charrette, as agreed upon by the City and the Steering Committee.

2.5 Statement of Development Principles.

Based on all of the previous public input processes, RDG will develop a Statement of Development Principles, defining the organizing patterns that will guide development in Pella. This Statement, as well as plan goals and objectives, will be reviewed, modified and ultimately approved by the Steering Committee.

Deliverables: Proceedings and notes of the additional Focus Group/Key Stakeholder meetings, Adopted Statement of Development Principles, Draft Plan Chapter covering Part II. Deliverable Deadline: March 15, 2007

Part III: The City Development Framework

The City Development Framework process uses the detailed land use survey, demographic and economic projections developed in the first stage, and review of earlier land use and demographic information to determine historic absorption rates of residential, commercial, industrial, and public land in the city. This information is used to develop a unified Framework Plan for the city and its neighborhoods through a highly participatory process.

3.1 Future Land Development Needs.

This step will determine future growth needs for urban residential, commercial, industrial/business park, mixed use, and civic land, developed by analyzing projected growth and the operation of commercial and housing markets. It will also identify major amenities, public facilities, and transportation connections needed to serve growth areas.

3.2 City Development Framework.

The City Development Concept provides a future land use design for the community that is then realized through other parts of the Comprehensive Plan. The Development Concept goes beyond generalized land use maps by including specific development plans for Pella's growth areas. It will identify the framework of arterial and collector streets to ensure that future growth areas are connected to each other and to the existing street system. It will also consider such issues as development yield, open space and greenways, local street patterns, and development design. These specific plans will illustrate how development might occur in these growth areas. The intention of the Development Concept is to guide the actual development of the area by illustrating a desirable outcome.

RDG will involve both the Steering Committee and the general public in a highly participatory process to prepare and refine the Development Concept to guide the future development of Pella. This process includes:

- A. Steering Committee Development Framework Workshop. This workshop will engage the Steering Committee in the formulation and review of draft planning concepts that will govern the City Development Concept. This review of planning concepts will occur prior to the Development Concept Community Design Studio.
- B. Development Concept Community Design Studios. These studios will provide the venue for much of the development concepting for the city.

This process will include:

- (1) A three-day overall concept design studio in Pella, considering citywide features such as the location and type of commercial and mixed-use centers, residential growth areas, industrial development and integrating transportation and greenway systems.
- (2) The Development Concept will include the current City limits, the City's Two-Mile Jurisdiction area, a one-mile future planning area just outside the Two-Mile Jurisdiction area, the proposed airport area and the Earth Park and Point Development areas.

3.3 Plan Refinement and Presentation.

During this step, we refine the land use concept into a development vision. We present the completed concept through a program of public presentations, including a public open house.

Deliverables: 1. Design Studio draft Development Concept graphics

2. Refined Development Concepts

3. Draft Plan Chapter covering Task III

Deliverables Deadlines: 1. April 15, 2007

2. May 1, 2007

3. May 1, 2007

Part IV: Comprehensive Plan Elements

The plan elements provide the system-specific concepts and policies that implement the community vision and realize the preferred development concept. These elements detail the systems that implement the overall concept. In the Pella process, the specific plan elements include:

- A. Land Use (including Environmental Resources and Constraints)
- B. Transportation, including vehicular transportation, public transportation, and non-motorized modes.
- C. Parks and Recreation, including trails and greenways.
- D. Infrastructure, including sanitary sewer, storm sewer and drainage, water, and electric
- E. Community Services, including Public Facilities and Public Safety
- F. Community Character, including Pella's Town Center and key corridors.
- G. Community Development, including Housing and Neighborhood Conditions.

4.1. Land Use.

The land use plan refines the City Development Framework into a Future Land Use Plan. The plan includes:

- A. Identification of geographic growth areas, defining the policies and investments necessary to support desired growth in these areas. The plan also includes a calculation of the development yield of each of these growth areas.
- B. Definition of Land Use Redirection and Policy Areas. This analysis examines planning and land use issues within the established city as well. Areas of consideration include full use of underutilized parcels, potential redirection or redevelopment of obsolete land uses, neighborhood conservation and stabilization issues, land use conflicts, and areas of special community character and significance.
- C. The Future Land Use Plan. The future land use plan will indicate the citywide plan, along with individual plans for the deployment of residential, commercial, industrial/employment center, and mixed use space. Increasingly, we find that a land use map illustrating single-use districts offers little flexibility to decision makers and invites constant comprehensive plan changes. We have developed a land use planning system that groups together ranges of uses, based on similar intensity and operating effects; and have found that this "spectrum of uses" approach provides users with a more realistic guide for development
- D. Decision-Making Framework. This framework includes policies and decision-making criteria, designed to help Planning Commission and City Council members evaluate specific development proposals. It makes the plan a living tool that helps guide the evaluation and improvement of development proposals. The framework includes a compatibility guide, creating a system of compensating improvements and performance standards to minimize negative effects when uses of varying intensities locate next to one another.

Deliverable: Future Land Use Plan

Deliverable Deadline: July 1, 2007

4.2. Transportation.

RDG will complete a review of the City of Pella's transportation system. This review will coordinate with, and to the maximum extent possible, incorporate the work by Snyder and Associates in their Westside Transportation Study. The comprehensive plan transportation element will include a review of the existing roadway performance and identification of future roadway needs to accommodate growth and planned improvements underway. Specific performance and transportation review tasks include:

- A. Documenting and evaluating the current system. This process includes collecting available traffic volume data (24-hour and peak hour traffic counts) for assessment of current roadway demand within the city and within areas experiencing substantial growth rates. This section will also consider accident rates and operational issues at specific locations.
- B. Capacity analysis. This task includes a roadway capacity analysis of current roadway performance along the major corridors and at major intersections within the city's jurisdiction. The ability to evaluate the capacity and performance of roadways within anticipated growth areas will use available IDOT data and forecasts.
- C. Defining the Transportation Network. The Transportation Network Plan will include:

- 1) Programming necessary improvements to the existing street system to meet present and future traffic loads.
- 2) Designing a street system consistent with the City Development Framework and providing continuous access to future residential and commercial development areas.
- 3) Establishing standards and concepts for the design of quality streets, conceiving of them as public spaces that must unite rather than divide parts of the city.

Deliverable: Transportation Element
Deliverable Deadline: August 1, 2007

4.3. Parks and Trails Master Plan.

This element is designed to plan for the present and future park and open space needs of residents of Pella, and to integrate park-system planning into the city's overall development concept. Components of the process include:

- A. An inventory and analysis of each existing park and recreation facility in the Pella park system.
- B. Comparison of existing park and recreational facilities with service standards. Standards include the adequacy of park area and facilities by population and geographic distribution. We use the concept of "service communities" to help determine park needs. Service communities are areas that have relatively safe, easy access to specific facilities, free of dividing barriers.
- C. Use of population and growth forecasts to determine probable future parks and recreation needs.
- D. Analysis of park-development needs and opportunities, in relation to the city-development concept, land-use and population projections, environmental resources, and regional open-space issues.
- E. Development of a parks and recreation plan, including:

- 1) Location of parks and greenways, including assessment of alternative locations. Park facility location is related to the city development concept.
- 2) Facility programs for proposed parks in new and existing areas.
- 3) Facility rehabilitation and upgrade program for existing park facilities.
- 4) Trail and pedestrian system, including relationship to regional trails. This detailed plan identified priorities for new trail construction and will be updated with current information. Completing connections to the regional trail system and developing new trail connections in developing areas are of particular importance.

Deliverable: Parks and Trails Element
Deliverable Deadline: August 1, 2007

4.4. Infrastructure.

RDG will review current infrastructure services with appropriate city staff and provide general recommendations for the further development of these systems. The scope of this section includes:

A. Sanitary Sewer and Wastewater Management System Plan. This section will inventory the existing system and its operation; evaluate its ability to accommodate future forecast growth; and provide recommendations based on the city development framework and land use plan, including mapping of key recommendations. This process will be coordinated with Marion/Mahaska County Plans and Ordinances, to assure that the county plan is consistent with Pella's growth needs and objectives.

B. Stormwater Management Plan. This section will inventory the existing storm water management system and, in consultation with city staff, identify difficulties in the current system. It will recommend storm water system improvements and strategies based on the city development framework and land use plan. The section will also address regulatory issues, such as storm water detention policies.

C. Water Distribution. The plan will inventory this system and prepare a report that will document the exiting condition of the water system and the ability of this system to accommodate future growth. The report will also identify service options, in consultation with city staff, identifying the ultimate system capacity and the flexibility within the system to accommodate growth throughout the city and into adjacent growth areas. The process will work closely with the city's GIS/Engineering Coordinator to generate information that is accurate and easily understood through graphic representations.

Deliverable: Infrastructure Element

Deliverable Deadline: August 1, 2007

4.5. Public Facilities.

Public facilities issues will be significant if Pella continues to experience a strong growth pattern. The programming of community services is necessary to serve both proposed growth areas and the established community. The public services element will address vital support services, including:

A. Public facilities and buildings.

B. Public safety services. This review considers Police, Fire and EMS and considers existing and projected response times, personnel needs and future growth needs.

C. Operational bases, such as public works maintenance facilities.

D. Service relationships with school systems.

In our process, the analysis includes a site by site analysis and assessment of each public property. This assessment includes interviews with appropriate city operating staff in order to define:

E. Facility adequacy.

F. Ability to provide service into the future.

G. Necessary rehabilitation, expansion, or modifications. Recommendations for relocations or new facilities will also include recommendations for reuse of existing facilities or properties. The move of a facility can leave a gap in a neighborhood that must be filled with a productive replacement use. The completed Public Facilities element includes a capital improvement program for infrastructure, and public facilities improvements. This element is integrated into the City Development Framework, to assure that public services work is consistent community development goals and acts as a policy guide for coming years.

Deliverable: Public Facilities Element

Deliverable Deadline: August 1, 2007

4.6 Community Character.

The Community Character element is especially important in a community like Pella. Pella's distinctive Dutch heritage is a vital component in Pella's urban environment. The Community Character element should support previous policies that capitalize on the city's qualities. It will consider special places in the city, including the town center in relationship to previous work RDG has

done in the downtown. In addition, significant corridors and their relationship to community destinations will be examined. The Urban Design component grows from an analysis of the structure of Pella – the relationships of streets, topography, waterways, neighborhoods, special districts, and parks. It is likely to address the following features:

- A. The Green Environment, including the relationship of Pella's major open spaces to each other and the surrounding neighborhoods.
- B. Corridors. The city's mixed use and commercial urban corridors are important design elements and make up significant public spaces in Pella. This section will examine the design, streetscape, and development environment of these key corridors, and generate concepts for their enhancement.
- C. The Transportation Environment. This addresses the experience of traveling through and around the city. This element considers gateways, way finding, street design, street landscaping, and similar features.
- D. Pella Town Center. Because of the importance of the town center as an element of the community, we will include a specific planning workshop for this district that will revisit the Pella Town Center Plan. This process should involve an understanding of the past achievements and identify issues and solutions since completion of the Pella Town Center Plan.
- E. Neighborhood Character, addressing the character and design of Pella's residential districts, defining major historic and architectural resources, and developing policies and concepts that strengthen the nature of the city's established areas.
- F. Design Guidelines, review of existing design guidelines for buildings in the public and private environment, investigating such issues as landscaping and building design principles. Recommended revisions to existing ordinances will be submitted.

Deliverable: Community Character Element

Deliverable Deadline: August 1, 2007

4.6. Community Development.

This component considers housing and neighborhood issues in Pella and establishes an implementation-based housing policy. This process will include:

- A. Review of recent and current housing activity, utilizing and expanding information gathered during the previous process.
- B. Neighborhood Conditions. This includes a general review of housing and neighborhood conditions, potentially based on a neighborhood-based approach. The condition assessment will examine such issues as overall housing types and condition, site maintenance issues, streets, infrastructure, and physical design and appearance.
- C. Housing Needs by Cost Structure. This will establish overall city housing objectives and needs by cost distribution, again expanding on the information developed during the previous plan process.
- D. Housing and Neighborhood Implementation Program. This program addresses such issues as available development sites, recommended housing mix, infrastructure needs and financing, and neighborhood strategy and rehabilitation needs. This will provide a basis for the implementation of a new city community development program.

Deliverable: Community Development Element

Deliverable Deadline: August 1, 2007

Part V. Implementing and Financing the Plan

This section addresses issues necessary to help bring the plan to reality. It includes the annexation section, a review of the city's development ordinances, as they relate to elements proposed by the comprehensive plan, and capital improvement programming and financing issues.

5.1. Growth Staging and Future Annexation Plan.

The Pella Plan will include recommendations for growth staging and annexation. The Growth Staging program will be based on the conclusions of other plan components and tied to the infrastructure and city services analysis of the plan to insure cost-efficient expansion of those facilities. The annexation program includes:

- A. Development phasing and build-out of growth areas, depending on market projections.
- B. Infrastructure and city service cost analysis
- C. Identification and phasing of lands for annexation into the city.
- D. Public service or safety imperatives.
- E. An anticipated annexation schedule.

This analysis will also evaluate the city's current review standards for annexations and recommend necessary changes, based on Pella's annexation objectives.

5.2. Land Development Ordinance Review.

While this Scope of Services does not include preparation of new land development ordinances, plan recommendations may require new regulations. During this step, we will review Pella's current ordinances for consistency with the plan, and recommend general changes necessary to further the plan's overall goals.

5.3. Capital Improvements Plan and Financing Program.

The capital improvement program is a key implementation tool. We will relate development directions of the land-use plan to impact on infrastructure; and make recommendations regarding a phased, long-range capital improvement process that provides for the orderly extension and improvement of water, sewer, and storm-water facilities.

Deliverable: Implementation Element

Deliverable Deadline: August 1, 2007