

City of Port Lavaca, Texas
COMPREHENSIVE PLAN

EXHIBIT A, SCOPE OF SERVICES

Project Understanding

Baxter & Woodman (hereafter, the Consultant) will provide the following professional planning services required to develop the City of Port Lavaca's (hereafter, the City) Comprehensive Plan, which will guide and direct how the community grows over the next 10 to 20 years. The resulting Comprehensive Plan (hereafter, Plan) shall evaluate how land use, public services, utilities and transportation infrastructure, housing and neighborhoods and other elements should develop to be more resilient and accommodate the City's projected population in Horizon Year 2045 and beyond. Based on the community's vision for the future, the Comprehensive Plan will recommend and prioritize implementable strategies and actions to realize preferred outcomes.

PLANNING PROGRAM OVERVIEW

0.0 PROJECT ADMINISTRATION & MANAGEMENT

0.1 Pre-Planning and Coordination

- A. *Request for Information* - A request for information (RFI) will summarize data types and formats required to commence with the planning assignment. The RFI will be prepared as a spreadsheet and a SharePoint link will be provided for uploading the requested data to the Consultant server.
- B. *Editorial Style Guide* - A draft style guide will be submitted to City staff for review and approval. The guide will specify the format of deliverables, summarize grammatical conventions that will be used for technical narratives, and will include the use of acronyms, abbreviations, hyphenated terms, capitalization, etc.
- C. *Project Schedule* - A draft Project Schedule will be provided to City staff that will summarize project phasing, the sequencing of tasks, meetings and activities, and the delivery dates of key project deliverables throughout the course of the planning program. Development of the Plan will span a 12-month planning period; which will be followed by a two-month period for public hearings and Plan adoption. Following confirmation and approval, any and all revisions and updates to the Project Schedule will be reflected in the monthly progress reports (refer to Task E, below).
- D. *Public Engagement Plan* - A draft Public Engagement Plan (PEP) will be provided which will summarize the variety of methods used to encourage public participation throughout the planning program, including what is referenced in Section 0.3, *Public Engagement*). The PEP will also summarize methods for advertising community events, including the online Community Survey, and other public engagement activities during the planning process.
- E. *Progress Reports and Invoicing* - Monthly progress reports will be submitted to the City's Program Administrator and will accompany invoices. Progress reports will function as the definitive project schedule and will include any agreed-upon changes to the schedule of the planning program. A draft progress report will be provided to the City's Program Administrator for review and approval.

Meetings: N/A

Deliverables: **A)** Request for Information (RFI); **B)** Editorial Style Guide; **C)** Project Schedule; **D)** Public Engagement Plan (PEP); **E)** Progress Report template

Services provided by the City: Review draft deliverables and prepare to discuss during the Kick-off Meeting

0.2 Kick-off Meeting (Visit No. 1)

- A. *Tour* - To familiarize the Consultant with the Planning Area, City staff will facilitate a tour (up to three hours) of the community and the surrounding area with the Consultant team.
- B. *Meetings with Municipal / Agency Officials* - The Consultant will convene up to five (5) meetings with City municipal officials to discuss City-related issues, challenges, and specific Plan expectations. A questionnaire will be provided to the Program Administrator for distribution to each municipal / agency official in advance of Visit No. 1.

- C. *Kick-off Meeting* – An in-person meeting will be conducted with City staff to discuss overall project logistics, confirm pre-planning assumptions and deliverables.

Meetings: A) Meetings with Municipal / Agency Officials; B) Kick-off Meeting

Deliverables: Questionnaire

Services provided by the City: A) facilitate tour of Planning Area; B) Distribute municipal / agency questionnaires; C) Schedule meetings with municipal / agency officials

0.3 Project Initiation

- A. *Branding / Graphics Program* – Up to two (2) alternative graphics templates will be developed to depict the overall character (look and feel) of Plan deliverables; including reports, slide and exhibit board presentations, and other printed media.
- B. *Base Mapping* – Prepare base maps at specific spatial scales, depicting the project Planning Area.

Meetings: Teleconference to discuss branding program and alternative graphics templates and base maps

Deliverables: A) Branding / Graphics Program templates (2); B) Base Map template

Services provided by the City: A) Review and confirm preferred branding / graphics program recommendations; B) Review / confirm base mapping for accuracy

0.4 Public Engagement

Targeted public engagement activities will occur throughout the comprehensive planning program and will be designed to both educate and inform stakeholders about the planning process; as well as provide the Consultant with opportunities to interface with the general public and listen to their interests and concerns about the future of their community.

- A. *Comp Plan Advisory Committee (CPAC)* – An ad-hoc committee composed of area residents, public and elected officials will be established to function as a sounding board for reviewing and providing input related to the direction and viability of strategies and concepts emanating from the planning program. The CPAC will meet with the Consultant periodically throughout the duration to review progress and findings and offer feedback. The Consultant will provide City staff CPAC member selection criteria and a draft letter of invitation. Five (5) CPAC meetings will be convened during the planning period, and will typically be scheduled to follow the principal phases.
- B. *Technical Advisory Committee (TAC)* – A TAC would be formed, composed of specific departmental officials who can provide technical assistance regarding municipal / system operations relevant to the planning program. The TAC will be convened on an as-needed basis to provide background information pertaining to existing conditions, as well as evaluate the viability of remedial treatment recommendations. Up to three (3) meetings with the TAC will likely be convened during the development of the Comprehensive Plan, on an as-needed basis.
- C. *One-on-One Meetings* - The Consultant will convene up to five (5) individual meetings with one to two elected and appointed officials at a time, to further understand the inherent issues, challenges, and opportunities associated with the City and Planning Area, and identify specific populations within the Planning Area that warrant targeted community outreach. Meetings will be 45 – 60 minutes in duration.
- D. *Small Group Listening Sessions* – The Consultant will facilitate up to eight (8) listening sessions with community stakeholders, to discuss issues, challenges, and opportunities related to municipal services and the Planning Area. Listening sessions will be 60-75 minutes in length; the first five of which will be convened during Visit No. 1. The remaining listening sessions will be convened during Visit No. 2. The Consultant will work with the City's Program Administrator to identify key groups. The Consultant will provide the City's Program Administrator with a draft invitation letter.
- E. *Online Community Survey* – The Consultant will prepare an Online Community Survey, utilizing Survey Monkey (or equivalent software program) with links to the Project page on the City's Website. Draft survey questions will be provided for City staff to review and approve prior to survey launching. The Survey will be launched during Community Open House No. 1.

- F. *Community Open Houses* – Two (2) community open houses will be convened during the planning program. The first open house will take place in a workshop setting and will be geared toward formulating the community’s vision for the future. Several “maps and markers” exercises will enable attendees to provide informed input into the Plan’s preliminary findings. The second open house will occur toward the end of Phase 3.0, *The Future City* phase and will present strategies and recommendations regarding how to achieve the community’s preferred vision for the future of Port Lavaca; as described within the Plan’s Chapter 1.0, *Introduction*. Provisional programs for each open house will be provided to City staff for review and approval, and will include objectives, anticipated exercises, presentation materials (as appropriate), display boards, etc.
- G. *Joint Workshops* - The Consultant will facilitate four (4) workshops involving Port Lavaca’s City Council and Planning Board, during the development of the Comprehensive Plan. The first workshop (1) will be held at the beginning of the project, during Visit No. 2; the objective of which will be to provide an overview of the planning program and schedule of activities. The second workshop (2) will be convened at the conclusion of Phase 2.0, *Plan Direction and Assumptions*; to discuss population projections, planning scenarios, and the recommended trajectory of *The Future City* report. The third workshop (3) will be held during Phase 5.0, *Implementation*, whereby the Consultant will summarize plan recommendations and facilitate a prioritization exercise regarding the Plan’s proposed strategies and recommendations. The final workshop (4) will include a public hearing, where the final draft of the Comprehensive Plan will be presented for public comment and adoption.
- H. (*Option 1*) *Storefront* – One option, for the City’s consideration, would be to identify a large space within a vacant building Downtown the Consultant could use as a makeshift office, meeting space, and “war room” – a place to display maps and other plan-related information, that would be open to the public during days when Consultant representatives could be in town. The public would be invited to walk through the room and ask the Consultant questions about the Plan as it is being developed. CPAC, TAC, and Community Open House meetings could be held in the storefront space as well. There are several advantages to developing a storefront: 1) it would enable to Consultant to spend a great deal more time in the community, meeting with residents of Port Lavaca; 2) it would enable the public to be much more involved in the Plan’s development; and 3) it would reduce the amount of time it would take to develop the Comprehensive Plan.

Meetings: **A)** CPAC Meetings (5); **B)** TAC Meetings (3); **C)** One-on-One Meetings (5); **D)** Small Group Listening Sessions (8); **E)** Community Open Houses (2); **F)** Joint Workshops (4)

Deliverables: **A)** CPAC member selection criteria and draft invitation letter; **B)** TAC selection considerations; **C)** Identification of candidates for One-on-One meetings; **D)** Community Open House provisional programs and exercise materials; **E)** Community Survey questions; **F)** Joint Workshop presentation materials

Services provided by the City: **A)** Coordinate the establishment of CPAC and TAC; **B)** Schedule One-on-One Meetings, CPAC meetings, and TAC meetings; **C)** Review Community Survey questions and provide link from survey software platform to City website; **D)** Schedule, advertise and promote Community Open Houses; **E)** Coordinate and schedule Joint Workshops; **F)** Encourage elected/appointed officials’ participation in community events; **G)** (*Option 1*) Coordinate the identification and use of a storefront within Downtown Port Lavaca.

1.0 INTRODUCTION (Visit No. 2)

1.1. Demographic Analysis

- A. *Community Profile* - Using the 2020 U.S. Census’ American Community Survey and other demographic datasets, the Community Profile will capture data related to forecasts and trends in population growth (population change versus total population); income and housing (median household income, average household size and family size, percent of homes built in 2000 or later, home ownership versus home rental); diversity and education (race/ethnic composition, Hispanic composition, attainment of high school and higher education degrees); age and families (median age, households with children, population age breakdown). Port Lavaca’s demographic data will include comparisons to state and national demographic data and subsequent trends. The Community Profile will also include any relevant demographic information from the *Parks and Recreation Master Plan* (currently under development), as requested by the City (i.e., people with disabilities per census tract; equity-related issues, etc.) and provided by the City.

- B. *Psychographic Profile* - Utilizing ESRI's Business Analyst Pro or Placer.ai software platforms, identify and organize population segments into "LifeMode groups," which represent the attitudes, interests, spending patterns and housing preferences, opinions and lifestyles of the groups that compose Port Lavaca's resident population. The largest segments within the Planning Area will be summarized in a variety of tabular formats to depict community tapestry segmentation.
- C. *Demographic Analysis Technical Memorandum* - Prepare a stand-alone technical memorandum largely consisting of a series of infographics to be easily understandable to a wide range of audiences.

1.2 Chapter 1, *Introduction* (Parts 1 and 2)

Chapter 1, *Introduction* (Part 1), will summarize the purpose of the Comprehensive Plan, describe the State enabling authorities for municipal planning, provide an overview of the City's geographic context and history, and will include the demographic analysis prepared within Section 1.1.

Later in the planning process, during Phase 3.0, *Plan Direction and Assumptions*, draft Chapter 1 will be amended to include additional information (Part 2), which will include, Population Projections (refer to Task 3.1); a summary of what was learned from the Public Engagement Program (refer to Section 3.2); the Plan's strategic framework, including the draft Community Vision Statement (refer to Section 3.3); and the Plan's provisional Goals and Guiding Principles (refer to Section 3.4).

Meetings: Visit No. 2 will include **A)** Joint Workshop No. 1 (of 4); **B)** CPAC Meeting No. 1 (of 5); **C)** TAC Meeting No. 1 (of 3); **D)** Teleconference with City's Program Administrator to present and review Draft *Demographic Analysis* Technical Memorandum; **E)** Teleconference with City's Program Administrator to present and review Chapter 1, *Introduction* (Part 1)

Deliverables: **A)** *Demographic Analysis* Technical Memorandum; **B)** Draft Chapter 1, *Introduction* (Part 1),

Services provided by the City: **A)** Invite public officials and City staff to attend Joint Workshop; **B)** Invite CPAC members to attend the first meeting; **C)** Schedule TAC Meeting No. 1 (of 3); **D)** Review and approve Draft *Demographic Analysis* Technical Memorandum, and Chapter 1, *Introduction* (Part 1)

2.0 THE EXISTING CITY (COMMUNITY SNAPSHOT)

2.1 Regulatory Environment

- A. *Code Critique* - Provide a critical review of the City's Code of Ordinances (published by MuniCode) to analyze procedural requirements, land development regulations, gaps in the provision of regulations; trends and patterns in requests for variances, etc.; with the intention of determining inconsistencies and places where regulations may perpetuate unfavorable development outcomes and prevent the community from achieving its preferred Vision for the future.
- B. *Building Permits* - Analyze the last five years of building permits within the City. Geolocate building permit data and prepare a map depicting current development patterns, prevalent lot sizes, etc. Evaluate the procedural requirements through which building permit applications are submitted, reviewed, and approved.
- C. *Engineering Standards* - Review the City's engineering standards manual, if available, and Drainage Criteria Manual (<https://www.portlavaca.org/wp-content/uploads/2016/06/20171130094508821.pdf>). If not available, assess how building/engineering standards are currently communicated and enforced.
- D. *Regulatory Environment* Technical Memorandum - Prepare a stand-alone technical memorandum which summarizes findings of the regulatory review.

2.2 Community Snapshot (Visit No. 3)

The *Community Snapshot* Report will provide an overview of existing conditions within the Planning Area (City of Port Lavaca and its Extraterritorial Jurisdiction [ETJ]). The Report will include a review of the City's regulatory environment (refer to Section 2.1); analysis of the infrastructural systems that enable the City to function, including potable water, sanitary sewer, drainage, transportation, public facilities and services; and a summary of land use, including existing housing typologies and neighborhood and subdivision development patterns, and the community characteristics that make the City of Port Lavaca a desirable place to live and raise a family. The *Community Snapshot* Report will be prepared as a series of unformatted technical memoranda, containing tables, figures, and maps; which will be individually submitted to the City's Program Administrator for review and approval. After revisions have been

completed to the technical memoranda, the Report will be compiled into a stand-alone report; which may become an Appendix of the Comprehensive Plan. As it represents current existing conditions within the City, the *Community Snapshot* Report will not be formatted to the degree the chapters of the Comprehensive Plan will be formatted.

- A. *Utilities Infrastructure* – The City's utilities infrastructure systems will be analyzed in terms of their capacity to support the current population, including:
1. *Potable Water Supply, Quantity, Treatment, Distribution, and Storage* – Analyze the City's potable water supply, treatment, and transmission system to determine current capacities and its ability to support the current population. A map will be prepared that delineates the potable water distribution system to determine the location of principal trunk lines and locations where the system can be expanded.
 - Map X, *Potable Water System*
 2. *Wastewater Collection and Treatment* – Analyze the City's capacity to collect and treat wastewater. Identify and evaluate wastewater transmission lines and opportunities to expand the collection system in order to support future growth. Identify wastewater collection issues, e.g., inflow and infiltration (I&I) of storm drainage. A map will be prepared that delineates the extent of the wastewater transmission system.
 - Map X, *Wastewater Collection and Treatment*
 3. *Storm Drainage* – Analyze areas that remain prone to flooding and compare with existing drainage infrastructure regarding transmission capacity; distribution of inlets and outfalls; and condition of pipes. Prepare a map that depicts the drainage network.
 - Map X, *Storm Drainage*
 4. Prepare and submit for review, the draft *Utilities Infrastructure* Technical Memorandum
- B. *Existing Transportation Systems* - Using transportation information obtained from the Texas Department of Transportation (TxDOT), Golden Crescent Regional Planning Commission (GCRPC), Calhoun County, the City of Port Lavaca, and others, analyze the City's thoroughfare network within the Planning Area (City Limits and ETJ) in terms of functional classification, average annual daily traffic counts (AADT), level of service (LOS), population and employment trip generation (Traffic Analysis Zone data, as available) and vehicular crash data to identify and address traffic problem areas ("hotspots"); traffic-sheds and bottlenecks; and thoroughfares in need expansion.
1. *Active Transportation Analysis* - Identify all public active transportation infrastructure, including, sidewalks, on-street bicycle lanes, shared-use facilities, and off-street recreational trails
 2. Prepare Map X, *Active Transportation*, which will include all sidewalks, on-street bike lanes and cycle tracks, share-use paths, and off-street recreational trails.
 3. Prepare Map X, *Rural Public Transit Service (R Transit)* depicting regional public transit service and paratransit service provision.
 3. Prepare and submit for review, the draft *Existing Transportation Systems* Technical Memorandum, which will summarize the current capacities of vehicular and active transportation infrastructure, and public transit / paratransit routes, infrastructure, and local ridership to fulfill the mobility needs of the Community.
- C. *Land Use and Community Character* - Utilizing standard planning land use designations and graphic conventions, prepare a map depicting existing land uses within the Planning Area. Aggregate land uses into community character classifications found within Planning Area. Prepare Land Use tables which will calculate land use area (acreage) and divide by the existing population to determine per capita land use area. In Phase 3.0, *Plan Direction and Assumptions*, the per capita land use area will be multiplied with the projected population (incorporating a 25 percent contingency to account for market variability) to estimate the minimum land use areas required to accommodate the horizon year population.
1. Map X, *Surface Water and Floodplains* - Prepare a map to depict surface waters (e.g., water bodies, wetlands, rivers, and creeks), and the extent of 100-year and 500-year floodplains.
 2. Map X, *Existing Land Use*, will use conventional land uses and colors to depict existing conditions.

3. Prepare and submit for review the draft *Existing Land Use* Technical Memorandum, which will consist of descriptions of land use designations, character classifications, and land use tables.
- D. *Public Lands, Facilities, and Services* - Evaluate the capacity of the City's Police, Fire, and Emergency Medical Services (EMS) Departments to provide essential (health, safety) functions while accommodating growth within the community, as it relates to life safety and impacts to response time, ISO rating, etc. Identify and map all publicly-owned lands within the Planning Area.
1. Prepare Map X, *Public Lands and Facilities* (will include schools and other institutions)
 2. Prepare and submit for review, the draft *Public Lands, Facilities and Services* Technical Memorandum, which will summarize the City's current provision of facilities and services to support the health, safety, and welfare of its citizens; and what additional personnel, facilities, and equipment may be required to support the projected 2045 population.
- E. *Housing and Neighborhoods* – The Consultant will discuss with local realtors the City's current housing stock, in terms of condition, typologies, price points, densities, and preferences will be analyzed in terms of affordability, condition, and marketability, and compared to regional and national housing trends. Residential development patterns will also be analyzed and mapped.
1. Map X, *Housing and Neighborhoods*
 2. Prepare and submit for review, the draft *Housing and Neighborhoods* Technical Memorandum
- F. *Resilience* – The Consultant will analyze the City's adaptive capacity (susceptibility and readiness) to withstand current and future hazards, including environmental shocks (e.g., increasing storm events, sea level rise, flooding) and stressors (e.g., prolonged drought, economic downturns), and its current formulation of specific hazard mitigation policies, programs, and infrastructure-related projects.
1. Map X, *Planning Area Systems Vulnerability*
 2. Prepare and submit for review, the draft *Resilience* Technical Memorandum

Note, based on the results of what was learned from the public engagement program, one additional focus area may be included, such as:

- Economic Performance
- Placemaking
- Natural Environment

These focus areas will become plan elements within Chapter 2, *The Future City*.

- G. *Community Snapshot Report* - will be drafted to appeal to municipal officials and staff, and will remain largely unformatted, though it will include a technical narrative, figures and tabular data, relevant photographs as appropriate, and maps to depict the state of the City in 2025. The *Community Snapshot* Report will be drafted to function as a stand-alone document but may be included with the Comprehensive Plan as a technical appendix.

Meetings: **A)** Teleconference with City's Program Administrator to present and review *Regulatory Environment* Technical Memorandum and confirm additional focus area to be incorporated into the draft *Community Snapshot* Report; **B)** CPAC Meeting No. 2 (of 5); **C)** Community Open House (1 of 2); **D)** Teleconferences and in-person meetings with City's Program Administrator to present and review the draft *Community Snapshot's* Technical Memoranda (6), the draft *Community Snapshot* Report

Deliverables: **A)** *Regulatory Environment* Technical Memorandum; **B)** Online Community Survey Questions; **C)** Community Open House overview of exhibits, display materials, and exercises; **D)** Results of Open House maps and markers exercises and Draft Community Vision Statement; **E)** Draft *Community Snapshot* Technical Memoranda; **F)** Final Draft *Community Snapshot* Report

Services provided by the City: Review and approve: **A)** *Regulatory Environment* Technical Memorandum; **B)** Online Community Survey Questions; **C)** *Community Snapshot* Draft Technical Memoranda (6); **D)** *Community Snapshot* Report; and **E)** Coordinate the venue for Community Open House No. 1

3.0: PLAN DIRECTION AND ASSUMPTIONS

Phase 3.0, *Plan Direction and Assumptions* summarizes and builds-off of what was learned from the Phase 2.0, *The Existing City (Community Snapshot)* and establishes the trajectory regarding how to accommodate growth and ensure that it emulates the desired future character of the City of Port Lavaca, as summarized

within the community's preferred Vision, and outlined within Phase 4.0, *The Future City* report, and subsequent *Implementation* program (Phase 5.0). Phase 3.0 is the first step toward orienting the planning program toward the future and provides projections related to population growth and the likely sequencing of land development in the Planning Area (Growth Sequencing Plan). The report also provides optional growth scenarios regarding how the community may grow in the future with respect to varieties, intensities, and densities of land use, and multi-modal mobility alternatives. The Community's elected/appointed officials will have the opportunity to evaluate optional growth scenarios and select a preferred path forward. As outlined in Section 1.2, the results of this phase will be repackaged to become the second half (Part 2) of Comprehensive Plan's Chapter 1, *Introduction*; and will provide the foundation for the Plan's Chapter 2, *The Future City*.

3.1 Population Projections

Utilizing multiple datasets (e.g., Texas Demographic Center, Texas Water Development Board, Calhoun County ISD enrollment projections, etc.) as available, project population growth in five-year increments over the next 20+ years, to 2045. A compound annual growth rate (CAGR) will be established through which to normalize datasets and population projections. The midpoint projection (average) of all the datasets used will provide the basis for Port Lavaca's population projection.

3.2 Overview of Public Engagement

The Consultant will prepare a technical memorandum which will summarize the results of public engagement activities *to date* (e.g., Joint Workshops (2), small group listening sessions (8), one-on-one meetings (5); CPAC meetings (3), TAC meetings (2); Online Community Survey, and Community Open House (1); and key take-aways regarding the public's perception of current issues, potential opportunities, and challenges. Relevant quotations from Port Lavaca's citizens will be identified and sprinkled throughout the Comprehensive Plan, to underscore the importance of key Plan strategies and recommendations.

3.3 Community Vision Statement

Working through the CPAC and the first Community Open House, facilitate a series of discussions and exercises geared toward helping Port Lavaca's citizens visualize and articulate the preferred character and vision for the future of their community. The Consultant will prepare a draft *Community Vision Statement*.

3.4 Strategic Perspectives

For each plan element developed within Phase 4.0, *The Future City*, five (5) to seven (7) guiding principles, and at least one (1) provisional goal will be identified that will drive the trajectory of the elements going forward.

- A. *Guiding Principles* – will provide the framework, both theoretical and practical, regarding how issues, challenges, and opportunities will be addressed and qualified. Guiding principles are ideas which influence or guide behavior and thinking in determining a path forward. They provide the general direction and foundation for developing goals and objectives, strategies, and courses of action.
- B. *Provisional Goals* - are the observable, measurable, and preferred result; having one or more actionable objectives to be achieved within a more or less fixed timeframe. For the purposes of this Comprehensive Plan, goals are phrased in a future tense, and characterize what the City will be like having achieved the goal.

3.5 Growth Sequencing Plan

With assistance and input from the Technical Advisory Committee (TAC) prepare a growth sequencing plan to depict areas projected to be developed within the Planning Area over the 20-year time horizon of the Comprehensive Plan. The timeframe will be subdivided into four, five-year planning periods to depict primary, secondary, tertiary, and future growth areas. Presumed land uses will be assigned to the development areas. The degree to which anticipated development (identified in the Growth Sequencing Plan) will fulfill the land use area requirements formulated in the Existing Land Use analysis (as summarized in Task 2.2C) will be determined.

- A. Prepare Map X, *Growth Sequencing*
- B. *Growth Sequencing Plan* Technical Memorandum

3.6 Planning Scenarios

Prepare up to two (2) alternative planning scenarios and compare to a likely “business as usual” growth scenario (three scenarios total). Following the Joint Workshop (No. 2) presentation, develop a Preferred Planning Scenario, which may include elements drawn from each of the three scenarios.

3.7 Chapter 1, *Introduction* (Parts 1 and 2)

Beginning with the *Demographic Analysis* Technical Memorandum (Task 1.1), the elements characterized and produced within Phase 3.0, *Plan Direction and Assumptions*, will be compiled into a single document, the objective and focus of which will be to introduce Phase 4.0, *The Future City* report (Chapter 2). Chapter 1, *Introduction*, will be 20-25 pages in length and will be fully formatted with graphics, figures, tabular data, and maps to enhance public consumption.

3.8 Joint Workshop Presentation 2 (of 4) (Visit No. 4)

Present, in Joint Workshop No. 2 (of 4) setting, the key focus areas included within Chapter 1, *Introduction*; including the alternative planning scenarios; with the objective of selecting a preferred scenario (or hybrid scenario therein) that will guide the development of Phase 4.0, *The Future City* (Plan Chapter 2), and Phase 5.0, *Implementation* (Plan Chapter 3) going forward.

Meetings: **A)** TAC Meeting No. 2 (of 3) to discuss the Growth Sequencing Plan; **B)** In-person meeting with City’s Program Administrator to discuss Deliverables A – H; **C)** CPAC Meeting No. 3 (of 5); **D)** Joint Workshop No. 2 (of 4)

Deliverables: **A)** Population Projections; **B)** Public Engagement Technical Memorandum; **C)** Community Vision Statement; **D)** Strategic Perspectives (Guiding Principles and Goals); **E)** Growth Sequencing Plan; **F)** Planning Scenarios (3); **G)** Chapter 1, *Introduction* (Parts 1 and 2); **H)** Joint Workshop No. 2 (of 4) presentation materials

Services provided by the City: **A)** Schedule TAC Growth Sequencing Meeting No. 2 (of 3); **B)** Schedule CPAC Meeting No. 3 (of 5); **C)** review and approve Chapter 1, *Introduction*; **D)** Review and approve Joint Workshop presentation materials

4.0; THE FUTURE CITY

The Future City report will consist of seven (7) plan elements, each of which will be informed by their respective section of the *Community Snapshot* Report. Plan elements will be provided to the City’s Program Administrator as largely unformatted technical memoranda, consisting of text narrative (including goals, objectives, strategies, courses of action, and policies), tabular information, relevant figures, and maps. Upon receipt of comments, the technical memoranda will be revised as appropriate, fully formatted, and combined into final draft Chapter 2, *The Future City*.

4.1 Growth Capacity and Infrastructure

Several conditions and factors can influence how and where physical growth and development occurs in a municipal planning area. To sustain gradual and deliberate growth within the City of Port Lavaca will require preserving the intrinsic qualities that make the community unique; including its small town, rural, and environmental character. It will be important for the City of Port Lavaca to consider ways in which it can employ both incentives and regulations to exert maximum influence over the direction, timing, pattern, mix and quality of new development within the City limits and its ETJ (Planning Area) – growth that will require the provision of public utilities and services in a cost-efficient manner; which in turn, may be catalytic in attracting businesses and people to the area.

- A. *Growth Capacity* - identify the natural resources that give form and contribute to the community's character, which should be preserved and enhanced. This element will also summarize options related to annexation and special district financing tools and ordinances potentially available to the City which may stimulate growth and expand its tax base.
- B. *Utilities Infrastructure* - based on what was learned within Task 2.2A, *Utilities Infrastructure*, recommend a phased expansion program for the City’s water storage and distribution system, sanitary sewer collection and treatment system, and stormwater drainage system; to ensure adequate potable water, sanitary sewer, and drainage transmission to likely future growth areas within the City limits and ETJ.
- C. Prepare and submit for review, the draft *Infrastructure and Growth Capacity* Technical Memorandum

4.2 Multimodal Transportation Systems

Informed by the *Community Snapshot* report, the *Multimodal Transportation Systems* element will focus on developing safe, efficient, and complete transportation corridors to accommodate increased trip generation. The element will provide strategies to promote efficient intra-city transportation, including managing access to properties adjacent to thoroughfares; improving level of service (LOS); addressing "hot spots," or areas that have been identified as contributing to congestion or impeded traffic flow; and/or areas where there have been repeated accidents; and ensuring there is a well-defined hierarchy of street types, with regard to functional classification.

1. *Thoroughfare Plan* - Will be prepared and will identify transportation-related improvements needed to meet projected long-term growth within the Planning Area. The Thoroughfare Plan is not a list of construction projects, but rather serves as a tool to enable the City to preserve future corridors for transportation system development as the need arises. The Thoroughfare Plan will affect the growth and development in the Planning Area as it guides the future development of the City's street network.
2. *Active Transportation Plan* - Will ensure there are equitable and safe options for pedestrian and bicycle circulation, from points of origin to key destinations. An Active Transportation Plan will be developed that will provide safe, on-street, shared-use pedestrian access and connectivity along principal thoroughfares and will also identify opportunities for off-street recreational trails.
3. Prepare and submit for review, the draft *Multimodal Transportation Systems* Technical Memorandum

4.3 Future Land Use

The *Future Land Use* element will serve as a guide for defining the character of development within and around the City. It will identify undeveloped or redevelopable lands in the Planning Area that are suitable for various types of uses. As with the other plan elements, the *Future Land Use* element will be composed of text and maps – the text will include policies that need to be applied in order to bring about the desirable types and mixes of land uses in the City, while the maps will illustrate the spatial application of these policies. Together, the policies and associated Map X, *Future Land Use*, will be the centerpiece of the Plan.

1. *Land Use Designations* – The *Future Land Use* element will identify and use broad land use designations to characterize types of development proposed for the Planning Area, and will likely include -
 - Rural / Undeveloped
 - Residential, Single Family Detached
 - Residential, Missing Middle
 - Residential, Multi-Family
 - Commercial, Neighborhood
 - Commercial, General
 - Commercial, Central Business District
 - Public / Institutional
 - Business Park
 - Parks / Open Space
2. *Character Classifications* - A character-based approach to community planning looks beyond the basic designation and use of land to consider the scale, placement and design of buildings and associated planning of sites, as well as the aggregation of uses within neighborhoods, districts, and corridors. Whether new development or redevelopment, and whether private or public construction, the pattern of land use – including its intensity, appearance, and physical arrangement on the landscape – will determine character and will ultimately contribute to the image of the entire community over the long term. Character classifications will likely include:
 - Rural
 - Suburban
 - Auto-Urban
 - Urban Mixed-Use

3. Map X, *Future Land Use* – Along with the technical narrative summarizing the land use designations and character classifications, the *Future Land Use Map* will depict character areas and 2045 horizon year land use area requirements previously identified in the *Land Use and Community Character* section (Task 2.2C).
4. Prepare and submit for review, the draft *Future Land Use* Technical Memorandum

4.4 Public Facilities and Services (Visit 5)

The purpose of this Plan element is to provide strategies and recommendations to ensure that public services and facilities adequately serve the needs of residents and businesses within the City of Port Lavaca and Planning Area. Police, Fire, and EMS service areas will be projected across areas slated for new development to ensure acceptable response times. The adequacy of City Hall and other facilities which support municipal government services will also be evaluated.

1. Prepare and submit for review, the draft *Public Facilities and Services* Technical Memorandum

4.5 Housing and Neighborhoods

The purpose of this Plan element is to provide strategies and recommendations to promote a variety of market-driven housing typologies to suit the interests and needs of those interested in moving to Port Lavaca in the future.

1. Prepare and submit for review, the draft *Housing and Neighborhoods* Technical Memorandum

4.6 Resilience

Strategies and recommendations for enhancing historic integrity and promoting historic resources for the purposes of placemaking, cultural/heritage tourism, and economic development will be formulated.

1. Prepare and submit for review, the draft *Resilience* Technical Memorandum

4.7 Additional Plan Elements (Visit 6)

Based on the additional focus area incorporated into the *Community Snapshot* report, Phase 4.0, *The Future City*, will include one additional plan element, the subject of which remains to be determined. The Consultant, along with the City's Program Administrator will confirm this element during the development of Phase 2.0, *The Existing City (Community Snapshot)*.

4.8 Chapter 2, The Future City

Following City review and any revisions required, the Phase 4.0 technical memoranda will be combined and fully formatted, according to the brand guidelines previously summarized in Section 0.3B, and the graphic conventions utilized for Chapter 1, *Introduction*. Chapter 2, *The Future City* will be prefaced by Chapter 1, *Introduction*; and followed by Chapter 3, *Implementation*. Together, these three chapters will compose the City of Port Lavaca's Comprehensive Plan.

Meetings: **A)** Convene teleconferences with the City's Program Administrator to present and discuss the draft technical memorandum for each plan element; **B)** Two (2) in-person meetings with the City's Program Administrator to discuss the seven (7) plan elements composing Chapter 2, *The Future City*; **C)** CPAC Meetings 4 and 5 (of 5); **D)** TAC Meeting No. 3 (of 3); **E)** Community Open House No. 2

Deliverables: **A)** Thoroughfare Plan; **B)** Active Transportation Plan; **C)** Phase 4.0 Plan Element Technical Memoranda and associated maps (8); **D)** Future Land Use Map; **E)** Draft Chapter 2, *The Future City*

Services provided by the City: **A)** Schedule CPAC and TAC meetings; **B)** Review and approve Chapter 2, *The Future City* report

5.0: IMPLEMENTATION

5.1 Plan Administration

Administering the post-adoption activities associated with this Plan will require educating emerging leaders about the Plan's recommendations; further defining roles of municipal leadership (e.g., City Council, Planning Board, and City staff); monitoring the plan, including periodic check-ups and tracking of metrics and indicators to measure implementation progress; and setting-up a Plan amendment process, because comprehensive plans must be updated on a regular basis in order to stay abreast of changing

conditions and needs. Chapter 3, *Implementation*, will provide guidance and direction regarding these and other administrative issues.

5.2 Implementation Action Table (Visit 7)

An Implementation Action Table will supplement Chapter 3, *Implementation*, and will provide additional information for programming, scheduling, and budgeting the strategies and recommendations formulated as part of this planning program. Within the Table, each strategy and action will include the following:

A. *Implementation Timeframe* - with regard to when the strategy should be implemented, and will include:

1. Short-term (0-4 years) – although completion may extend across a larger timeframe. These are the City's top priorities
2. Mid-term (5-10 years) - initiation may depend in part on the completion of short-term priorities
3. Long-term (10+ years) - Actions that are projected to be implemented beyond 10 years and require the completion of multiple preceding activities
4. Ongoing (0-10+ years) - Actions which may apply to the entire planning period, or which may occur incrementally or on a recurring basis.

The level of prioritization illustrated in the Implementation Action Table is intended as a decision-making guide. Any study action may be initiated sooner than recommended if unique circumstances or opportunities arise.

B. *Implementation Actions by Type* - In addition to timeframe, the Implementation Action Table will identify key actions that will be required to implement the Plan's capital projects and programs, including:

1. *Financial Investment* – Anticipating and adequately budgeting for major capital projects will be essential to implementing this Plan. Likewise, decisions regarding the prioritization of proposed capital improvements should reflect the direction and priorities of this plan.
2. *Partnerships and Coordination* – Some community initiatives identified in this Plan cannot be accomplished by City government on its own. They may require direct coordination, intergovernmental agreements, or funding support from other public entities or levels of government. Additionally, the unique role of potential private and non-profit partners to advance the community's action agenda should not be underestimated.
3. *Policies and Programs* - Part of Comprehensive planning program may require initiating new, or adjusting existing City policies or programs; expanding community outreach efforts; or providing specialized training to accomplish a priority objective more promptly and/or effectively.
4. *Regulations and Standards* – Having the appropriate regulations and associated development criteria and technical engineering standards in place is fundamental to ensuring that the form, character, and quality of development reflect the City's planning objectives. While regulations and standards should advance the community's desire for quality development outcomes, they should not delay or interfere unnecessarily with appropriate new development or redevelopment that is consistent with plan principles and directives.
5. *More Targeted Planning* - Additional study or examination will be required to determine the best result. Various areas of City governance require more detailed study and planning, especially as required to qualify for external funding opportunities. These studies involve targeted planning work at a "finer grain" level of detail than is appropriate for comprehensive planning purposes (e.g., utility master plans, cost of growth assessments). As such, some parts of this Plan will be implemented only after some additional planning or special study to clarify next steps and associated costs and considerations.

C. *Action Leaders* – Different strategies will require the leadership of different governmental, quasi-governmental, and private sector entities. The Implementation Action Table will identify the key Action Leaders that will need to be involved in advancing Plan recommendations.

Meetings: **A)** Convene a teleconference with the City's Program Administrator to discuss draft Chapter 3, *Implementation*; **B)** Convene an in-person meeting with the City's Program Administrator to discuss Joint Workshop 3 (of 4) **C)** Joint Workshop 3 (of 4) to summarize Chapter 2, *The Future City*, Chapter 3, *Implementation*, and engage in a strategy prioritization exercise

Deliverables: Draft Chapter 3, *Implementation*

Services provided by the City: **A)** Review and approve draft Chapter 3, *Implementation*; **B)** Schedule the Joint Workshop (4 of 4)

6.0 PLAN ADOPTION (Visit No. 8)

The Consultant will compile the final draft of the Comprehensive Plan, which will include Chapter 1, *Introduction*; Chapter 2, *The Future City*; Chapter 3, *Implementation*; and Appendix A, *Community Snapshot*.

Meetings: **A)** Teleconference with Program Administrator to discuss the final draft of the Comprehensive Plan and any needed revisions that should take place prior to the Public Hearing; **B)** Joint Workshop (4 of 4) Public Hearing presentation

Deliverables: Final Draft Comprehensive Plan

Services provided by the City: **A)** Review and approve final draft of the Comprehensive Plan; **B)** Review and approve of Public Hearing presentation; **C)** Schedule the Joint Workshop (4 of 4) Public Hearing

7.0 SCHEDULE

Comprehensive Plan development will span a 12-month planning period; which will be followed by a two-month period for a Public Hearing and Plan adoption. This will be reflected in the Project Schedule (refer to 0.1C).