

WOODHAVEN NEIGHBORHOOD TRANSFORMATION PLAN: PROPOSED SCOPE OF SERVICES

TASK 1 – GETTING STARTED

TASK 1.1: COORDINATION AND COMMUNICATION

We will determine a communication plan to ensure that we as a team (including the City, Woodhaven Tif Board, Housing Finance Corporation and key partners) can share files, transfer data and communicate regularly. We will also coordinate during the process with other planning efforts as identified by local partners. This task includes a kick-off trip at the outset of the project.

TASK 1.2: DATA REQUEST

Interface Studio will prepare a list of GIS datasets to complete the plan, and work with city departments on identifying the best source for the data. These datasets include, but are not limited to, parcel information, land use, zoning, crime incidents, and infrastructure. Our first step is to review the data we currently have from previous projects and confirm that we are not missing any updated data sets.

TASK 1.3: REVIEW EXISTING PLANS

We will collect previous plans and information on recently proposed planning initiatives, development projects/capital expenditures on infrastructure, streets or other improvements in the area. All of the strategies and proposed investments will be summarized in a chart and graphically on a map for discussion purposes.

TASK 1.4: PUBLIC PARTICIPATION PLAN

To guide the outreach activities, our team will develop a public participation plan in partnership with the partners that outlines the specific tools, methods and timing for outreach activities. (Please note that while we have outlined tools in this scope, the public outreach process will truly be defined in coordination with local partners.)

TASK 1.5: CREATION OF THE STEERING COMMITTEE

We will work with the City and local partners to convene a steering committee of stakeholders to establish the processes and timelines for creating the plan. The group will help us conduct research, check our assumptions, gain further insight into the community, evaluate our recommendations, and reach out to the community. As a part of this task, we will coordinate with the City and local partners to identify the appropriate mix of participants for the group, develop a welcome letter for participants and set a schedule of meetings for the project. After an initial review of the data, we will hold a kick-off meeting with the steering committee to discuss the process and potential outreach tools to be employed during the plan.

TASK 1.6: RESIDENT COMMUNITY CONNECTORS

Interface Studio will work with the Woodhaven Community Development Board to identify local residents to assist with outreach and communication in the community. This will include helping to administer a community survey, facilitating community conversation and, helping to promote community events and pop-up meetings. The residents will be paid and trained by Interface Studio for their work.

TASK 1.7: ONE-ON-ONE STAKEHOLDER INTERVIEWS

To kick start the outreach effort and learn from those who know these neighborhoods best, our team will conduct face-to-face and/or telephone interviews with “critical actors” or “stakeholders.” We expect up to 20 interviews over the course of the project.

TASK 1.8: MARKETING MATERIALS

Interface Studio will work with local partners to create marketing materials to raise awareness and participation with the Neighborhood Plan. These could include postcards, flyers, graphics for social media and other products like t-shirts to help promote specific public events and get the word out about the initiative.

TASK 1.9: STUDY AREA TOUR

As a part of the project kick off, our team would like the opportunity to see the area through the eyes of those who know it best. We'll need local experts as tour guides to give us guided tours of the neighborhood. It is an opportunity for involved stakeholders to spend time with us and help us learn more about what makes their neighborhood unique.

TASK 1.10 COMMUNICATIONS

The Collaborative will support the team with communications and community engagement services.

Internal:

The Collaborative will draft an internal communications strategy ensuring regular and timely communications are established among key internal stakeholders including, City staff and elected officials, community liaisons, strategic partners and concurrent project leadership. Communications collaterals will be managed by The Collaborative team, including messaging, ordered outreach and follow-up.

External:

The Collaborative will identify strategic partners/influencers in the community to assist with the dissemination of information and project ambassadors. Our team will anticipate opportunities to collaborate with existing events and community activities to reach a variety of residents. As concurrent projects are going on at the same time, The Collaborative will identify opportunities to separate our project and/or partner with concurrent projects for concise information when appropriate. As appropriate The Collaborative will interface with media on a proactive or reactive media management. All external messaging will be developed by audience and provided to all project ambassadors for use in meetings, media, presentations, panels and/or project status.

Bulleted Services:

- Media Relations
- Community/ Public Relations
- Community Engagement
- Message Development
- Communications outreach strategy
- Elected official/ City of Fort Worth staff/ Stakeholder

TASK 2 – INVENTORY & ANALYSIS

TASK 2.1: THE PAST AND PRESENT OF THE COMMUNITY

Neighborhoods are, in part, a product of their history. We will research local history to provide a historic basis that informs our understanding of the community's evolution. This analysis will bring to the fore how the community has changed and which characteristics have instilled a sense of continuity, place, and pride over time.

TASK 2.2: DIGESTING THE DATA

Interface Studio will review the data provided by the City and begin to develop presentation maps and summary graphics for public presentations. This portion of the analysis will provide the following visualizations:

- Context maps illustrating main access points and local economic drivers;
- Current land use, zoning and vacancy;
- Recent revitalization, investments, and proposed developments;
- Urban design assets including walkability and noteworthy buildings / spaces;
- The location and types of arts and cultural resources;
- Community assets such as institutions, employment centers, and open space;
- Infrastructure including water, sewer, stormwater and other data as available
- Crime trends and hot spots.

TASK 2.3: PARCEL RESEARCH AND REDEVELOPMENT DATABASE

To maximize the plan's functionality and support its implementation, the Interface Studio team will integrate our research findings and the best available data into a comprehensive parcel database that details ownership (public by agency, private by name), land use, current zoning, parcel size, etc. The intent is to work with local partners to identify critical opportunity sites and develop a baseline for tracking change over time.

TASK 2.4: PEOPLE PLAN ANALYSIS & COMMUNITY SURVEY

Our team will collect demographic data to understand the current challenges and trends in the community. In addition, we will design a community survey to identify opportunities and inform a vision for the neighborhood. We can create an on-line survey tool and a hard copy version for distribution by resident ambassadors. We will graphically summarize survey findings for discussion during the process.

TASK 2.5: ECONOMIC / MARKET OVERVIEW

The market overview will consider multiple levels of economic opportunity, neighborhood amenity, service businesses and healthcare that are needed to sustain a viable, equitable neighborhood. This may include a review of existing market studies, a high level assessment of the business mix and trends and, an analysis of current impediments for mixed-use, commercial, office and retail development.

TASK 2.6: HOUSING ANALYSIS

Interface Studio will evaluate housing conditions throughout the neighborhood. This analysis may include capturing information on building conditions, housing tenure & occupancy; unit mix / density; architectural character and quality; recent housing development or rehab efforts, if applicable; and opportunity sites for infill and redevelopment of vacant or underutilized land and other key properties.

TASK 2.7: MAPPING OF LOCAL ASSETS

As a part of our data collection we will catalogue all of the existing institutional uses that form the civic backbone of the community. We will partner with local organizations engaged in asset mapping activities to help jumpstart this analysis. The intent is to integrate local civic capacity into the neighborhood planning process and provide a true census of the community.

TASK 2.8: TRANSPORTATION OVERVIEW

We will provide a snapshot of existing transportation infrastructure and issues which may include observations of key neighborhood corridors from the perspective of a pedestrian, a bicyclist, a transit rider, and a driver. A high-level analysis will be conducted of recent crash data, transit ridership, traffic volumes, sidewalks, bike facilities, and ongoing capital projects if data is available.

TASK 2.9: PUBLIC EVENTS

Our public events are designed to be interactive and usually follow an open house format where people can attend when it is most convenient for their schedule. Exhibits are designed that help to clearly communicate both what the team is learning but also what we need to learn from participants. We will work with the City and local partners to determine the best format for public events based upon local capacity.

We find that two major events during a project are often the most useful to garner feedback on the strategy. The first event would focus on the neighborhood today based upon the data and information learned from the team's interviews and data analysis. The second event would be focused upon discussing the draft ideas for the neighborhood with engagement targeted toward helping us to refine and prioritize strategies. We have developed various tools and methods that potentially include:

- **Postcards from the Future:** If you visited the area in 2040, what would you see? This is the question we pose to people through postcards that we design and distribute in key places around town (pre-paid postage of course).
- **Photo Suggestion Booth:** What is your one big idea for the neighborhood? We don't think anyone will have a shortage of ideas, so why not capture the idea (and the person's picture) as a part of the process?
- **Do-It-Yourself Budgeting:** Ever think you could spend money more wisely? This is the public's chance to put their money where their priorities are. We have created piggy banks and used fake money to help participants understand budgeting constraints and communicate what is most important to them. We typically use this tool toward the end of the process to help prioritize recommendations.
- **Interactive Mapping:** Using stickers and a large map, participants are asked to identify where they live and answer a simple set of additional questions. We often place serial codes on the stickers to match the locations of where people live to their priorities.

Our team can also design materials for a mix of "pop-up" meetings to be facilitated by the community leaders and local partners if there are opportunities to further engage the community within a public meeting or pop-up meeting format.

The stories and information learn during a community process such as this is data that needs the same care afforded to any other data sources. We will summarize this engagement to identify shared concerns, common themes and potential solutions, and then carefully analyze what we are hearing and illustrate the findings into graphics that help to tell the story each neighborhood and its people.

TASK 2.10: COORDINATION MEETINGS

Our team will update the Steering Committee and the client group on the plan and recent findings.

TASK 2.11: SUMMARY OF OPPORTUNITIES AND CHALLENGES

All of the listening, research and analysis will be summarized into a graphically sophisticated summary slideshow.

TASK 3 – VISION & RECOMMENDATIONS

TASK 3.1: VISION & GOALS

Building from the public outreach and data inventory, a draft vision statement and goals for the future of neighborhood will be developed for review by the Steering Committee.

TASK 3.2: FOCUS GROUP MEETINGS

Interface Studio will work with local partners to organize focus groups to discuss the analysis, findings and initial ideas. Focus groups are small groups of about 10 participants that allow for a rich discussion of ideas and concerns. We typically organize focus groups targeted to specific populations or interests. Examples of focus groups or topics include residents, infrastructure, immigrants, teens, transportation, housing, and artists.

TASK 3.3: DRAFT RECOMMENDATIONS

Our team will develop draft strategies and action steps for achieving the neighborhood visions to discuss with the Steering Committee and the public. These may be organized under a few key themes.

FUTURE LAND USE AND DEVELOPMENT

This plan will create proactive strategies to directly impact the physical future of the Woodhaven Neighborhood. As Woodhaven changes, such change should be grounded in what local partners would like to see for its future. There are several key components to this task:

- Develop a future land use approach for all of Woodhaven;
- Identify ideal densities and areas of transition to help both protect existing neighborhoods while encouraging growth where it is appropriate; and
- Make clear recommendations for potential changes to codes and zoning that reflect these goals and strategies.

From this work our team will identify potential development scenarios for key opportunity sites. We will first create a development program for each site based upon economic & market research. We will then “test fit” a program to each site to identify the potential density and layout for discussion with local partners. Think of this as an initial sketch of development possibilities. We expect this process to generate internal discussion about the conceptual approaches which will enable us to refine the strategy for each site.

ECONOMIC DEVELOPMENT

To be competitive in attracting business and investments, neighborhoods must also be competitive for attracting workers, who then become residents. This interconnected approach to living and working in the same community as the complete “economic development” package requires the ability for a community to provide the right types of housing, infrastructure, recreation and job opportunities. To meet these needs going forward, local partners will need to explore new funding sources and new approaches, including multiple innovative partnerships, to deliver a holistic approach to economic development.

To best position Woodhaven for long-term sustainability, recommendations will relate to improving the area’s competitive position and diversifying the area’s economic base. Recommendations will include:

- Continuing to position Woodhaven as an investment opportunity for a range of uses;
- Strategies to increase confidence and encourage and/or support individual owners thinking of investing including regulatory and financial incentives;
- Strategies to bring more retail, services and jobs to Woodhaven based upon market findings and available space; and
- Working closely with local partners on overcoming implementation barriers.

URBAN DESIGN

The value of the Woodhaven community is judged in part by the activity and interest generated from its streets and public spaces. For this reason, we will work to create a series of recommendations that will help to augment, or where necessary transform, the existing streetscape and parks into a source of communal pride and activity. Specifically, we will:

- Create concepts to improve existing parks and key public spaces including gateways, civic spaces and key corridors;
- Identify opportunities for new and/or expanded park space as appropriate;
- Create an open space framework that serves as an ecological infrastructure that connects Woodhaven, improves health of the citizens and reduces that amount of stormwater that is compromising water quality; and
- Redesign key streets and intersections to improve safety and accessibility and transform the existing streetscape into a source of communal pride and activity. Specifically, improvements will be made with the assistance of TPW to develop a prioritized list of projects and policies for the
 - o Near term (less than 1 year)
 - o Short-term (1-4 years)
 - o Medium-term (5-10 years)
 - o Long-term (11-25 years)
 - o By year of expenditure, phase (project development, engineering, construction), planning level cost estimates and project limits (to/from/at) with description.

PUBLIC SAFETY

Working with community police officers, service providers and community members, the recommendations around public safety will seek to continue the momentum around community policing and evaluate additional opportunities to create a safer environment for all residents. Identifying the potential use of TIF funds is an aspect of this task.

PEOPLE PLAN

We will create a series of recommendations that will help to augment, or where necessary transform, neighborhoods so they are clean, safe, and healthy for all of its residents, with a focus on equitable access to housing, schools, food, parks, healthcare and services. Recommendations will include strategies to improve access to services and the coordination of service providers; opportunities for improved economic mobility connected to economic development initiatives; new programs or services to address issues around education; and opportunities to bring new health care facilities to the community.

The neighborhood stories and gems will emerge through the asset mapping and community engagement process and can be celebrated through the recommendations of the plan to enhance the things that make the neighborhood unique. By strengthening connections to local institutions, local programs and to one another, equity and inclusion will take center stage in the neighborhood plan. The neighborhood plan is a guide to how the neighborhood should look and feel in the near future. To ensure it serves those most often less empowered to change their community, the plan must clearly articulate how the neighborhood should function and for whom.

TASK 3.4: PUBLIC EVENTS

We will design and execute a second public event with local partners, reporting back what we learned from the ongoing engagement and discussing initial ideas. Residents will weigh in on the range of ideas and scenarios that emerged from the process to date, work to prioritize them, and identify early action projects. Interface Studio will take this feedback and integrate them into the plan's recommendations.

TASK 3.5: COORDINATION MEETINGS

Throughout this task, our team will update the Steering Committee, and coordinate with local partners on the draft vision, recommendations and summarize the findings from the latest round of recommendations.

TASK 3.6: PRELIMINARY DRAFT PLAN

All of the analysis and finalized recommendations will be organized into one well-tailored, place-specific document. We will work with local partners to determine the design of the final document with an eye toward the key audiences for the plan. The draft plan will be made available for comment to the City, Housing Finance Corporation, the Steering Committee, and the public, to ensure broad support for its findings and recommendations.

TASK 4 — IMPLEMENTATION

The Implementation Plan is the critical component of any neighborhood plan. Without a viable set of actions that reflect the aspirations of the community, the value of the overall vision is greatly diminished. Our team's experience in actually implementing catalytic projects, even in cities that face dire market challenges, speaks to our approach.

TASK 4.1: PUBLIC FINANCING PLAN

The neighborhood plan can and should develop recommendations for sustainable, transformative projects that add activity and vitality to the neighborhood. However, it is also extremely important to identify short-term investments that can be accomplished with available and potentially available funds in the next 1-2 years. Events, festivals, public art, public safety initiatives, new and upgraded infrastructure and other neighborhood improvements will be identified along with financing sources including, but not limited to, Woodhaven TIF resources, City funds and other public and private sources.

TASK 4.2: IMPLEMENTATION TIMELINE

We will develop an implementation spreadsheet that aligns the goals with the recommendations, identifies the necessary partners and funding sources to turn the ideas into reality. Our approach will focus on a strategy to leverage the various initiatives to generate a whole greater than a simple sum of parts. A clear list of priority projects and time frames will be included to help local organizations plan for the upcoming five years of work ahead. We will evaluate ways in which to: use potential public dollars including CDBG, HOME and City bonds; best maximize the use of TIF funds; and potentially raise additional investment to support specific strategies.

TASK 4.3: FINAL PLANS

Interface Studio will finalize the planning document and incorporate feedback received and the implementation timeline. The plan will be designed for use in fundraising and to guide the activities of local organizations with their work plans.

TASK 4.4: WRAP UP AND MARKETING THE PLAN

We believe it is important to market the plan and generate additional support for the work as it moves toward implementation. Interface Studio can coordinate with the client group on key presentations intended to roll out the final plan. In addition, we can identify those key metrics to help track progress and guide annual updates of the work to refine the overall strategy as necessary. We have a history of completing multiple projects for our clients and helping them with different aspects of implementation and fundraising.