



## City of Ketchum

### CITY COUNCIL MEETING AGENDA MEMO

Meeting Date:  Staff Member/Dept:

Agenda Item:

#### Recommended Motion:

#### Reasons for Recommendation:

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#### Policy Analysis and Background (non-consent items only):

**Introduction**  
The City of Ketchum began work on a major effort to update the 2014 Comprehensive Plan (“Plan”) and the land use regulations (“Code”) that implement the goals and policies of the Plan. The Planning Department is leading the Plan and Code Update (“project”) with support from Clarion Associates, a land-use consulting firm with extensive experience in comprehensive planning and land development codes. The project will be executed in three phases. Phase 1 includes development of a scope of work, schedule, budget for Phase 2, a comprehensive plan audit, and a public engagement plan.

Phase 1 of the project kicked off in August with a visit from Clarion Associates to meet with stakeholders to gain a deeper understanding of the issues, opportunities, and geographies that are likely to be the focus of the project. The City Council (“Council”) and Planning & Zoning Commission (“Commission”) held a joint workshop with Clarion and the City team on August 29 to discuss their priorities for the Plan and Code Update and to review the preliminary public engagement strategy. In addition, Clarion Associates met with City staff, the Ketchum Sustainability Action Committee, the Housing Department, members of the Historic Preservation Commission, the Technical Advisory Group, and regional partners. Input provided during this

initial round of stakeholder meetings and the joint workshop informed the Comprehensive Plan Audit, the Phase 2 Scope of Work, and the Public Engagement Plan (collectively referred to as “Phase 1 deliverables”). The Phase 1 deliverables were transmitted to the stakeholders that Clarion Associates met with at the end of August for their review and comment. The project team received feedback from the Commission, Housing Department, and Ketchum Sustainability Action Committee. Feedback included minor tweaks and changes, which staff has revised in the Phase 1 deliverables. Stakeholder feedback did not necessitate changes to the scope of work, schedule, or budget; however, the project team received valuable feedback to keep in mind as we progress through project execution.

### **Phase 1 Deliverables**

The Comprehensive Plan Audit, Phase 2 Scope of Work, and Public Engagement Plan work together to define the project parameters and are intended to be used collectively rather than individually as standalone documents. The Phase 1 deliverables serve as the project blueprint defining goals and objectives, setting expectations, and establishing parameters to guide the work.

#### Comprehensive Plan Audit

The Comprehensive Plan Audit (Attachment 1) details the proposed focus areas for the targeted update and establishes clear expectations about the existing Plan sections that will be modified. The approach will be built upon the existing Plan’s strengths and will address specific issues or changes that have arisen since the Plan was adopted in 2014. While the entirety of the existing Plan will be refreshed to reflect existing conditions and align with more recent City plans studies, the update will include a more concentrated focus on the goals and objectives related to land use, housing, multimodal transportation, historic preservation, sustainability, and community character. As noted in the audit, the most substantial changes are recommended for the housing, community design and neighborhoods, mobility, economy, and land use chapters of the Plan. The Comprehensive Plan Audit is organized into three parts: (1) overarching themes that will guide the targeted update process and shape the updated Plan, (2) recommended updates for each section of the Plan, and (3) a summary of progress the City and its partners have made on Plan implementation since 2014.

#### Public Engagement Plan

The Public Engagement Plan (Attachment 2) is intended to guide community and stakeholder engagement efforts throughout the project. The Public Engagement Plan is organized into three sections that (1) identify the stakeholder and advisory groups that will be engaged throughout the process, (2) define the communications strategy and describe the multiple engagement methods that will be utilized, and (3) outline the anticipated timing, format, and objectives for the various input opportunities planned through the course of the project. Opportunities for community and stakeholder input are provided throughout Phase 2. These engagement opportunities are scheduled to align with major project milestones. The project will be an iterative process with multiple opportunities for the public to provide feedback on interim work product. The project team will be supported by the following three advisory groups:

- *Citizens Advisory Committee (CAC)*: A 10- to 12-member Citizens Advisory Committee (CAC) comprised of representatives from different neighborhoods within Ketchum as well as subject-matter experts will be established to review and provide input on interim documents and draft deliverables associated with the Plan update.
- *Code Advisory Group (CAG)*: A 10- to 12-member Code Advisory Group (CAG) comprised of representatives from the Planning and Zoning Commission, City departments, and outside stakeholders with technical expertise and knowledge of the city’s land use regulations will be established to review and provide input on interim documents associated with the Code update.

- *Technical Advisory Group (TAG):* The TAG will be engaged to provide strategic input on community design and development issues related to both the Plan and Code update process.

City staff will provide regular updates to the City Council and Planning & Zoning Commission to keep both groups informed about overall progress. Joint work sessions are scheduled for key project milestones to share feedback received from the public, allow time for more in-depth discussions, and provide input on potential policy options for the Plan and Code Update process.

### Phase 2 Scope of Work

The Phase 2 Scope of Work (Attachment 3) establishes the project parameters, lists the tasks required to execute the work, describes the deliverables that will be produced, defines the review process, and sets the schedule. The full project includes three phases of work that are anticipated to take approximately two and half years to complete. During their joint work session, the Council and Commission emphasized the importance and urgency of the Code Update in addition to a desire for a robust public engagement effort and directed the project team to front-load targeted Code amendments on a parallel track with the Plan Update to expedite the process. The Phase 2 Scope of Work is organized into two parts: (1) Targeted Comprehensive Plan Update and (2) Code Update—Initial Tasks.

The tasks for the Plan Update are organized into three groups: 1.1 Review and Update Plan Foundations, 1.2 Future Land Use Plan and Key Policy Choices, and 1.3 Draft Plan and Adoption. A statistically valid community survey (Task 1.1.A) will be used to gauge sentiment regarding the quality of life in Ketchum and gather input on the vision and ten core values listed in the 2014 Comprehensive Plan. The project team will prepare proposed revisions to Chapter 1: Community Vision and Core Values based on survey results well as proposed updates to the organizational structure of the Plan to better align with core community values and current priorities (Task 1.1.D). The project team will prepare a land capacity analysis, an Areas of Transition map, and land supply versus demand analysis to frame key policy choices for discussion and set the stage for updates to the Future Land Use Plan (Task 1.1.C). Using the data and information assembled through the 1.1 tasks, Clarion Associates will work with staff to: (1) evaluate how different policy choices address residential and commercial demand and impact future growth capacity and (2) frame potential trade-offs associated with different policy options (Task 1.2.A). The Future Land Use Plan will be updated to provide more clarity regarding the mix of desired land uses, housing types, and density ranges (Task 1.2.B). In July of 2024, the project team will begin assembling the complete draft of the updated Plan for public review (Task 1.3.B).

The initial Code Update tasks will allow the project team to get a strong head start on rewriting the city's land use regulations while the Plan update is underway. The tasks for the Phase 2 Code Updates are organized into two groups: 2.1 Usability and Procedural Updates and 2.2 Code Assessment/Phase 3 Scoping. A brief online survey will be distributed to frequent code users, including the Technical Advisory Group, to gather feedback on usability of the existing Code (Task 2.1.A). Feedback from the user survey will be used to inform Clarion's approach to consolidating and reformatting the Code. The consolidated and reformatted Code will combine Title 17—Zoning Regulations and Title 16—Subdivision Regulations into a unified development code, eliminate redundancies and inconsistencies, update graphics, and improve usability (Task 2.1.B). The project team will then update the procedures section of consolidated and reformatted Code. Tasks associated with the procedural updates include clarifying the procedures that apply to different types of land use applications, updating approval criteria, evaluating the public input process for major applications, assessing decision-making authority, reevaluating application requirements, and determining which procedural steps should be codified and which should be maintained in separate user manual (Task 2.1.D.) Beginning in May of 2024 concurrently with assembling the updated Plan, the project team will prepare a Code assessment memo that highlights opportunities to align the city's land use regulations with the updated

Future Land Use Plan and evaluates the Code amendments needed to implement the goals and policies of the updated Plan that will be conducted in Phase 3 of the project (Task 2.2.C).

*Schedule and Budget*

The Council reviewed staff’s anticipated schedule and budget for the project during their meeting on March 27, 2023. Prior to the detailed scoping exercise conducted during Phase 1, staff originally anticipated that the project would be completed in three phases over 2 to 3 years. Phase 2 was limited to the Plan Update and was estimated to take 6 months to complete. All tasks associated with the Code Update were slated for Phase 3 of the project, which was estimated to take 2 years to complete. In response to feedback received from stakeholders, the Council, and Commission, Phase 2 now includes both the Plan Update and initial Code Update tasks and is scoped to take 1.5 years, including a 4-month adoption process. Phase 3 work is unknown at this time and will depend on the magnitude of changes through the Plan Update.

The Phase 2 Scope of Work included as Attachment 3 provides the cost proposal for the Plan Update on page 10 and the cost proposal for the Code Update—Initial Tasks on page 11. The total anticipated cost for Phase 2 is anticipated to be \$312,000. Table 1 below provides a comparison of the original budget as anticipated by staff and presented to the Council on March 7, 2023 compared with Clarion’s cost proposal.

<b>Table 1: Original Estimate vs. Revised Estimate/Actual</b>		
<b>Task</b>	<b>Original Estimate</b>	<b>Actual or Revised Estimate</b>
Project Management Support FY23-25	\$140,000	\$89,000
Phase 1 – Collaborative Scoping – FY 23	\$9,500	\$9,500
Phase 2 – Comp Plan Updates – FY 24/25	\$50,000	\$154,480
Phase 2 – Code Rewrite – FY 24/25	\$0	\$158,000
Phase 3 – Code Rewrite	\$100,000	\$75,000(Estimate)
<b>Total</b>	<b>\$299,500.00</b>	<b>\$485,980.00</b>
<b>Spent To Date</b>		<b>\$29,500</b>
<b>Estimated Remaining Project Cost</b>		<b>\$456,480</b>

The original project budget was estimated prior to the detailed scoping exercise conducted in Phase 1. The scope of the project expanded because of stakeholder input, including Council and Commission direction provided during the August 29 joint work session. Below is a list of the expanded scope items.

- Stakeholder feedback recommended a deeper dive on housing, community character, historic preservation, and sustainability, informed by in-depth analysis.
- Stakeholder feedback recommended more robust community engagement with more opportunities for public review and more stakeholder meetings than originally planned.
- Stakeholders expressed a desire to front-load Code updates.
- The initial scope did not include future buildout study. Stakeholders encouraged the project team to include a future buildout study to provide an understanding of the city’s current buildout, ultimate buildout, and help quantify future demand for residential and commercial development in Ketchum.

The in-depth updates to certain topic areas for the Plan Update, supplemental analyses, and additional public engagement have increased project costs by \$67,000. Additionally, the overall inflationary environment of the general economy has increased costs more than anticipated. The total cost for all three phases the project is approximately 1.5 times the amount originally anticipated by staff.

The City of Ketchum has submitted a proposal to the U.S. Department of Housing and Urban Development (HUD) for a Pathways to Removing Obstacles to Housing (PRO Housing) grant in the amount of approximately

\$5,000,000, which includes requests for funding to reduce regulatory barriers to affordable housing development in Ketchum through updates to the City’s zoning ordinance and Comprehensive Plan. If awarded, the grant will cover all project costs except for the \$150,000 budgeted by Council for this fiscal year.

**Staff Recommendation**

Staff requests Council on the Comprehensive Plan Audit, Public Engagement Plan, and Phase 2 Scope of Work. In addition, Staff requests Council feedback and direction on the following budget options:

- A. Approve the cost proposal as outlined in the scope of work (Attachment 3).
- B. Direct the project team to revisit the scope of work and provide staff with a budget amount not to exceed in a revised cost proposal.
- C. Approve the \$154,480 cost proposal for the Plan Update and delay action on the cost proposal for the Code Update until HUD announces the PRO Housing Grant award winners in January of 2024.

**Sustainability Impact:**

As explained in the Comprehensive Plan Audit, “The Comprehensive Plan update process provides an opportunity to clarify the City’s sustainability and community resilience- priorities and take steps to mitigate risk. Updates to the Comprehensive Plan will build from the City’s ongoing involvement as part of the Blaine County Regional Sustainability and Climate Program (5B Can) with an emphasis on strategies that Ketchum has the ability to advance through its land use regulations and day-to-day operations.”

**Financial Impact:**

As noted above, the estimated remaining cost of the project is \$456,480. These costs are spread out through fiscal years 2024 through 2026, with approximately 70% of the Phase 2 work occurring in FY24. The adopted FY2024 budget includes a \$150,000 one-time General Fund Expenditure to fund the project. If the city is awarded the HUD PRO Housing Grant, the grant will cover all project costs except for the \$150,000 budgeted by Council for this fiscal year. If the city is not awarded the grant, the city will need to allocate an additional \$113,400 in one-time funds in FY24, with remaining project costs in future years.

**Attachments:**

1. Comprehensive Plan Audit
2. Public Engagement Plan
3. Phase 2 Scope of Work

# Attachment 1

## Comprehensive Plan Audit



# Comprehensive Plan Audit

City Council Draft: 11.6.23

## Background

The City's current Comprehensive Plan was adopted in 2014. When drafting the plan began in 2011, Ketchum was experiencing the impacts of the Great Recession locally with a decrease in employment, construction activity, property values, and City revenue. While the overarching vision established by the Plan still reflects the prevailing sentiment of the community, Ketchum has undergone significant change over the past decade marked by a substantial increase in its population and new development. These trends have escalated issues identified in the 2014 Comprehensive Plan and the ongoing workforce housing crisis, concerns about long-term downtown vibrancy, and worries surrounding the City's vitality and viability have spurred community discussions about growth and the future vision of Ketchum. In August 2023, the City initiated an update of the Comprehensive Plan and a rewrite of the City's land use regulations. This process includes three phases of work that are anticipated to take approximately two and a half years to complete.

The Comprehensive Plan update will be targeted in scope and not a "start-from-scratch" effort. This Comprehensive Plan Audit is intended to help define the scope of the update and establish clear expectations about the extent to which current sections in the Plan are likely to change (or not) as part of the update. While the entire Comprehensive Plan will be reviewed and updated to some extent to reflect current conditions, improve usability, and address gaps, this update will focus specifically on challenges and opportunities related to land use, housing, multimodal transportation, historic preservation, sustainability, and community character.

This Plan Audit was developed by Clarion Associates in collaboration with City of Ketchum Planning and Building Department staff and Economic and Planning Systems. Recommendations have been informed by an in-depth review of plan policies and implementation progress; an initial round of meetings with City departments, boards and commissions, regional partners, and other stakeholders with a direct or indirect role in helping to implement the 2014 Comprehensive Plan; and the experience of the consultant team with similar projects in Idaho and across the country.

The document is organized into three parts:

1. **Overarching Themes.** Includes a summary of six overarching themes that will guide the Comprehensive Plan update process and help shape the updated plan and the land use regulations that emerge from it.



2. **Recommended Updates.** Includes a section-by-section overview of recommended updates for each section of the Plan; supporting data, analysis, and plans that will help inform those updates; and other opportunities to help improve the clarity and user-friendliness of the plan.
3. **Implementation Progress.** Includes a summary of progress made by the City and its partners on plan implementation since 2014. Planning and Building Department staff have also prepared a detailed tracking sheet to help inform the Comprehensive Plan update.

## Overarching Themes

The following themes will guide the Comprehensive Plan update process and help shape the updated plan and the land use regulations that emerge from it.

### **ALIGN THE UPDATED COMPREHENSIVE PLAN WITH RECENT PLANS AND STUDIES**

Numerous plans and studies have been completed since 2014—or are currently underway—to support the implementation of Ketchum’s Core Community Values. These include the Housing Action Plan (established in 2022 and being updated annually), 2020 Transportation Master Plan, 2021 Natural Hazard Mitigation Plan, 5B Can (Blaine County’s Sustainability & Climate Program), 2023 Warm Springs Preserve Master Plan, Downtown Parking Study, Main Street Mobility Improvements, and Blaine County Community Bicycle and Pedestrian Master Plan (update in progress), among others. These plans generally provide more detailed policy guidance than the Comprehensive Plan. As a result, the Policy Framework in the Comprehensive Plan will need to be recalibrated to “pull back” on the current level of detail and defer detailed recommendations to functional plans.

### **CLARIFY FUTURE LAND USE PLAN (MAP AND LAND USE CATEGORIES) AND ALIGN WITH LAND USE REGULATIONS**

The 2014 Comprehensive Plan was developed during a period of slow growth and economic uncertainty in Ketchum. In recent years, development has increased substantially, amplifying concerns about housing affordability, community character, historic preservation, mobility, and the loss of retail and industrial land. While the Future Land Use Plan emphasizes the importance of infill and redevelopment as a core component of the City’s growth strategy, it does not convey the degree to which this strategy will impact different areas of the community, and how those changes relate to neighborhood and community design priorities.

A key focus of the Comprehensive Plan update will be to facilitate a broader community conversation about the Future Land Use Plan, its role in shaping the ultimate buildout of Ketchum, and its relationship to other community priorities. This conversation will include the identification of areas with the potential to support future growth and the exploration of growth parameters for different locations (e.g., density, mix of uses, housing types, and site planning/design characteristics). Input will be incorporated as part of the updated Comprehensive Plan and implemented as part of the Land Use Regulations update to provide greater clarity and predictability regarding future growth in different areas of the community.



### **CLARIFY SUSTAINABILITY AND COMMUNITY RESILIENCE PRIORITIES**

The 2014 Comprehensive Plan is grounded in the three pillars of sustainability—environmental, economic, and social—and one of the Core Community Values is ‘A “Greener” Community.’ Over the past decade, the City has taken steps to advance its sustainability goals, adopting Green Building Standards in 2015 and a Sustainability Action Plan in 2020. However, this progress was eroded by the recent passage of House Bill 287, which stripped the City’s ability to enforce the Green Building Standards. At the same time, wildfires, flooding, avalanches, extreme drought, and other effects of climate change have become increasingly common and impactful, and the 2021 Blaine County All-Hazard Mitigation Plan confirms Ketchum’s vulnerability. The Comprehensive Plan update process provides an opportunity to clarify the City’s sustainability and community resilience priorities and take steps to mitigate risk. Updates to the Comprehensive Plan will build from the City’s ongoing involvement as part of the Blaine County Regional Sustainability and Climate Program (5B Can) with an emphasis on strategies that Ketchum has the ability to advance through its land use regulations and day-to-day operations.

### **EXPAND FOCUS ON HISTORIC PRESERVATION**

Several of the Core Community Values articulated by 2014 Comprehensive Plan emphasize the importance of protecting Ketchum’s history and culture. Yet, as the community continues to grow and evolve, many of the City’s historic resources are being lost. A historic inventory conducted in 2020 found that over the prior decade, 20 percent of the City’s historic buildings were demolished. In response to this trend, the City re-established the Historic Preservation Commission (HPC) in 2021 and the HPC adopted a new Historic Preservation Handbook and Guidelines on September 6, 2023. An updated resource survey is also planned and expected to be completed in early 2024. These tools will help guide the HPC in their review of proposed alterations and demolitions of designated historic buildings and landmarks.

The Comprehensive Plan update provides an opportunity to establish a stronger understanding of how history shapes the character of Ketchum and what historic resources within the City are important to save (and why), as well as to establish stronger policy guidance and priorities for historic preservation. These objectives can be accomplished by establishing a dedicated chapter for historic preservation in the updated Comprehensive Plan—essentially a “plan within the plan.” This approach can help the City meet eligibility requirements for grant funding without having to develop a standalone historic preservation plan. Expanded historic preservation content in the updated Comprehensive Plan will draw from ongoing efforts led by the HPC, as well as from existing background information within the 2014 Comprehensive Plan.

### **STRENGTHEN REGIONAL PARTNERSHIPS**

Local governments, non-profits, and public agencies in the Wood River Valley have a long history of collaborating on regional initiatives, and one of the ten Core Community Values identified in 2014 was ‘Working as a Region.’ While the Policy Framework includes some goals and policies that support this value and the City is leading or participating in conversations on a number of regional initiatives (e.g., the Housing Action Plan), numerous participants expressed concern that over the past decade the region has lost its focus in this area. The Comprehensive Plan update process provides an opportunity to convene regional partners, identify opportunities to collaborate on issues of strategic

importance, and establish achievable actions to focus the City's efforts over the next three to five years.

### **CLARIFY ROLES AND RESPONSIBILITIES**

The 2014 Comprehensive Plan addresses a wide range of topics—ranging from land use, to housing, to mobility, to health and wellness. The City of Ketchum, or individual departments within the City, have the ability to lead implementation efforts in some areas, while they play a supporting or partner role in other areas. In some instances, the roles of the City, individual departments, nonprofit organizations, and partner agencies have also shifted over the past decade. Participants expressed the need to more clearly articulate roles and responsibilities in the updated plan, both within the Policy Framework and in the implementation chapter.

## Recommended Updates

This section provides an overview of recommended updates for each section of the plan; identifies the supporting data, analysis, and plans that will help inform those updates; and highlights other opportunities to help improve the clarity and user-friendliness of the plan. At minimum, each chapter will require a general refresh to ensure the introductory narrative and challenges discussion reflects current conditions and community priorities. The most substantial changes are recommended for the housing, community design and neighborhoods, mobility, economy, and land use chapters.

### SECTION-BY-SECTION RECOMMENDATIONS

Plan Section/Recommendations	Supporting Plans, Data, and Analysis
<b>PREAMBLE/INTRODUCTION</b>	
<ul style="list-style-type: none"> <li>• Replace to reflect where Ketchum is today/where you're headed (opportunity for data-based storytelling)</li> <li>• Update to reflect current process</li> <li>• Emphasize role of Comprehensive Plan as umbrella plan (higher level; supported by functional and area-specific plans; informs the City's strategic plan/CIP and annual department work plans)</li> </ul>	<ul style="list-style-type: none"> <li>• Draws from updates to Community Profile and supplemental analysis regarding buildout, residential and non-residential needs, and areas of transition</li> <li>• This information will be developed early in the process to help frame community conversations</li> </ul>
<b>CHAPTER 1: COMMUNITY VISION AND CORE VALUES</b>	
<ul style="list-style-type: none"> <li>• Vet/refine existing language based on results of community survey and community/stakeholder engagement</li> <li>• Consider updates to chapter structure to directly align with Core Community Values; <i>OR</i></li> <li>• Consider shifting chapter titles and organization to be more topic-focused to make the distinction between the values and chapter titles clearer</li> </ul>	<ul style="list-style-type: none"> <li>• Statistically valid community survey with custom questions</li> </ul>
<b>CHAPTER 2: ECONOMY</b>	
<ul style="list-style-type: none"> <li>• Update goals and policies to reflect housing challenges, displacement of local businesses caused by redevelopment, potential changes to light industrial district, and Mountain Rides' role in ground service connections</li> <li>• Potential need for new goals/policies to reflect the results of the land demand vs. supply analysis</li> </ul>	<ul style="list-style-type: none"> <li>• Task 1.1.E: Land Demand vs. Supply Analysis (Residential and Non-Residential)</li> <li>• Sun Valley Economic Development Economic Profiles</li> <li>• Regional economic development initiatives</li> <li>• Crosswalk with 5B Can Regional Sustainability</li> </ul>
<b>CHAPTER 3: HOUSING</b>	
<ul style="list-style-type: none"> <li>• Update goals and policies to focus language on increasing supply of "community housing," with an emphasis on affordability for a variety of incomes (including workforce, permanent supportive housing,</li> </ul>	<ul style="list-style-type: none"> <li>• Housing Action Plan and input received as part of associated public engagement efforts</li> </ul>

Plan Section/Recommendations	Supporting Plans, Data, and Analysis
<p>above-median income, and those who want to retire in place)</p> <ul style="list-style-type: none"> <li>• Incorporate Housing Action Plan Year 2 Performance Measures include: at least 60% of housing stock is long-term occupied and 40% of Ketchum’s workforce can live in Ketchum.</li> <li>• Address outdated language and definitions (e.g., characterization of density and remove policies promoting seasonal/part-time home ownership)</li> <li>• Acknowledge creation of the Housing Department and the City’s now active role in the housing landscape</li> <li>• Add sidebar explanations: 1) Role of the Housing Action Plan/ongoing monitoring; 2) Regional Housing Partners</li> <li>• Update Housing profile in Appendix A to focus on bigger picture housing characteristics and trends; refer readers to Housing Action Plan for more detailed data and information</li> </ul>	<ul style="list-style-type: none"> <li>• Coordinate with Housing Department re: most recent data from monitoring</li> </ul>
<b>CHAPTER 4: COMMUNITY DESIGN AND NEIGHBORHOODS</b>	
<ul style="list-style-type: none"> <li>• Review and update goals and policies in light of recent/ongoing efforts and check in on public sentiment as part of this process</li> <li>• Incorporate a brief explanation of each area’s key characteristics as a companion to the Neighborhoods and Districts map</li> <li>• Establish a goal and brief set of policies for each Neighborhood and District to help inform land use regulations (and/or incorporate site and building design principles as part of the land use categories in Chapter 12)</li> <li>• Strengthen linkages to Future Land Use chapter (or potentially consolidate the two)</li> <li>• Relocate historic preservation policy to new chapter and expand</li> </ul>	<ul style="list-style-type: none"> <li>• Land Capacity/Areas of Transition Analysis</li> <li>• Community and Stakeholder Engagement (Round 2 – Key Policy Choices)</li> <li>• Crosswalk with 5B Can—Land Use and Mobility &amp; Green Building</li> </ul>
<b>CHAPTER 5: NATURAL RESOURCE STEWARDSHIP</b>	
<ul style="list-style-type: none"> <li>• Review and update goals and policies in light of recent/ongoing efforts, the impacts of House Bill 287, and check in on public sentiment as part of this process</li> <li>• Strengthen discussion of natural systems (carry forward relevant context from Environmental Resource and Hazards profile in Appendix A to support goals and policies)</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing Blaine County Regional Sustainability &amp; Climate Program efforts (crosswalk with Solid Waste and Recycling &amp; Land and Water Conservation)</li> <li>• 2020 Big Wood River Atlas</li> </ul>

Plan Section/Recommendations	Supporting Plans, Data, and Analysis
<ul style="list-style-type: none"> <li>• Build on regional sustainability data and efforts</li> <li>• Add policies to support Goals NR5 and NR2 (re: public lands, tourism, and local economy)</li> <li>• Strengthen policies aimed to mitigate impacts of development activity in sensitive environmental areas and protect/preserve hillsides and riparian zone.</li> </ul>	<ul style="list-style-type: none"> <li>• Blaine County 2018 Inventory of Community Greenhouse Gas Emissions</li> </ul>
<b>CHAPTER 6: PARKS, RECREATION, AND OPEN SPACE</b>	
<ul style="list-style-type: none"> <li>• Update Parks, Open Space, and Trails profile in Appendix A to reflect current conditions</li> <li>• Minor refresh to existing goals and policies to reflect current City practices and partnerships</li> <li>• Consider defining and establishing a target level of service for different types of parks</li> <li>• Consider new policy to address evolving needs for larger, higher density development to inform code updates (e.g., common open space requirements)</li> </ul>	<ul style="list-style-type: none"> <li>• Crosswalk with 5B Can—Land and Water Conservation</li> <li>• Blaine County Recreation District (BCRD) Needs Assessment Survey</li> </ul>
<b>CHAPTER 7: MOBILITY</b>	
<ul style="list-style-type: none"> <li>• Remove Mobility profile in Appendix A (replaced by more recent plans and studies)</li> <li>• Update goals and policies to reflect recent plans and studies; stronger focus on regional coordination and transit priorities</li> <li>• Pull back level of detail in policies re: specific improvements (defer list of priorities to implementation section or supporting plans where they can be referenced as part of CIP)</li> <li>• Add sidebar explanations: 1) 2020 Master Transportation Plan; 2) Blaine County Community Bicycle and Pedestrian Master Plan; 3) Downtown Parking Study</li> <li>• Add the City's priorities for the public right-of-way, including providing vehicular, bike, and pedestrian access; public parking; wintertime snow storage; conveyance of utilities; and street trees/streetscape beautification/tree canopy.</li> <li>• Emphasize goals related to improving the City's bike lane network, sidewalk improvements, intersection and pedestrian safety improvements, and bringing nonconforming on-street parking and sidewalks into compliance with ADA.</li> </ul>	<ul style="list-style-type: none"> <li>• 2020 Transportation Plan</li> <li>• Forthcoming Update to Blaine County Community Bicycle and Pedestrian Master Plan</li> <li>• Downtown Parking Study</li> <li>• 2018 Sun Valley Friedman Memorial Airport Master Plan</li> <li>• Crosswalk with 5B CAN—Land Use &amp; Mobility</li> </ul>

Plan Section/Recommendations	Supporting Plans, Data, and Analysis
<b>CHAPTER 8: ARTS AND CULTURE</b>	
<ul style="list-style-type: none"> <li>• Minor refresh to reflect current City practices and partnerships (city-led)</li> <li>• Consider consolidating with proposed Historic Preservation chapter (could be: History, Arts, and Culture)</li> </ul>	
<b>CHAPTER 9: PUBLIC SAFETY AND UTILITIES</b>	
<ul style="list-style-type: none"> <li>• Update goals and policies reflect to current City conditions and stronger focus on resilience</li> <li>• Add new goal related to multi-hazard mitigation and expand existing policies to support (e.g., WUI, floodplain, avalanche prone areas, seismic activity)</li> <li>• Add sidebar explanation(s) re: 1) Water System 2) Regional HMP and others for context</li> <li>• Carry forward and update relevant aspects of Environmental Resource and Hazards profile in Appendix A and relocate as sidebars to support policies in this chapter (same list as for policies)</li> <li>• Consider renaming to reflect expanded resilience focus of this chapter</li> </ul>	<ul style="list-style-type: none"> <li>• 2022 Blaine County Multi-Jurisdictional All-Hazard Mitigation Plan</li> <li>• Current Water System Modeling (underway- Public Works)</li> <li>• Crosswalk with 5B CAN—Clean Energy</li> </ul>
<b>CHAPTER 10: COMMUNITY HEALTH AND WELLNESS</b>	
<ul style="list-style-type: none"> <li>• Update goals and policies to reflect current City practices and partnerships</li> <li>• Add sidebar explanations: 1) Health and Human Services Partners 2) Regional Food Security partners</li> <li>• Consider relocating some of the existing content from the Community Health and Wellness profile in Appendix A to this chapter as context, either as sidebars or as part of the introductory narrative. To the extent feasible, replace Idaho statistics with regional statistics to make them more relatable (or remove altogether)</li> <li>• Strengthen policies to ensure that Ketchum has sufficient schools, early childhood education, and child care to support the community now and in the future.</li> </ul>	<p>Wood River Valley Early Learning Advisory Committee: Community Needs Assessment Report</p>
<b>CHAPTER 11: HIGH PERFORMING COMMUNITY</b>	
<p>Minor refresh to reflect current City practices and partnerships (city-led)</p>	
<b>CHAPTER 12: FUTURE LAND USE</b>	
<ul style="list-style-type: none"> <li>• Update and expand land use category descriptions to provide clearer direction regarding mix of uses, density, and site and building design principles</li> </ul>	<ul style="list-style-type: none"> <li>• Land Capacity/Areas of Transition Analysis</li> <li>• Land Demand vs. Supply Analysis</li> </ul>

Plan Section/Recommendations	Supporting Plans, Data, and Analysis
<ul style="list-style-type: none"> <li>• Update goals and policies to reflect current community sentiment and inform the Land Use Regulations update</li> <li>• Clarify direction for Areas of City Impact</li> <li>• Strengthen linkages to Community Design and Neighborhoods chapter (or potentially consolidate the two)</li> <li>• Incorporate 'zoomed' in version of the Future Land Use Map for different sections of the community to improve legibility (and make available on ArcGIS)</li> </ul>	<ul style="list-style-type: none"> <li>• Community and Stakeholder Engagement (Round 2 - Key Policy Choices)</li> <li>• Crosswalk with 5B Can—Land Use and Mobility</li> </ul>
<b>NEW CHAPTER: HISTORIC PRESERVATION</b>	
<ul style="list-style-type: none"> <li>• Relocate current policy CD 1.2; establish new goal(s) and policies to address adaptive reuse, relocation of historic properties, education and outreach, prehistoric archaeological sites, economic benefits of historic preservation, and other community priorities.</li> <li>• Relocate and update/expand current explanation and map of historic properties from Community Profile in Appendix A.</li> <li>• Include areas with the potential to become historic districts on the map.</li> <li>• Add sidebar explanation(s) re: 1) Role of the HPC; 2) Periods of Significance</li> <li>• Consider consolidating with existing Arts and Culture Chapter (could be: History, Arts, and Culture)</li> <li>• Add policies and goals to address the relocation of historic buildings and documenting historic buildings prior to demolition for digital record.</li> </ul>	<ul style="list-style-type: none"> <li>• Forthcoming survey of historic assets</li> <li>• Historic Preservation Handbook</li> <li>• Community Library Regional History Museum Resources</li> </ul>
<b>CHAPTER 13: PLAN IMPLEMENTATION AND MONITORING</b>	
<ul style="list-style-type: none"> <li>• New chapter with a new structure</li> <li>• Organize as 'strategic plan' for the city organization with a 3- to 5-year focus and all departments represented</li> <li>• Establish clear linkage to budgeting and CIP processes</li> </ul>	
<b>APPENDIX A: COMMUNITY PROFILE</b>	
<ul style="list-style-type: none"> <li>• Review and update profiles as needed</li> <li>• Shift location of descriptive content to individual chapters (where referenced above) to provide context for goals and policies</li> <li>• Update inventory maps and consider making them available on ArcGIS online for legibility and ease of</li> </ul>	<p>See discussion relative to individual chapters/topics above</p>



Plan Section/Recommendations	Supporting Plans, Data, and Analysis
maintenance (recommend including maps in relevant chapters even if they are available online so that readers have a sense of what information is available)	
<b>APPENDIX B: COMPLIANCE WITH STATE OF IDAHO REQUIREMENTS</b>	
Review/refresh as needed to reflect any recent updates	Idaho Statutes
<b>APPENDIX C: GLOSSARY OF COMPREHENSIVE PLAN TERMS</b>	
Review and update as needed as part of draft plan	

**ADDITIONAL RECOMMENDATIONS TO IMPROVE CLARITY AND USABILITY**

As section-by-section recommendations are carried out, opportunities to improve the clarity and usability of the document should also be considered. These opportunities may include: editorial changes for consistency; minor structural adjustments to improve the alignment of key ideas within the plan; reframing the ‘vision’ and ‘challenges’ section at the beginning of chapters 2 through 11; and removing repetitive or regulatory language in the policies.

**Implementation Progress**

Planning and Building Department staff have assembled a detailed tracking sheet that documents the status of each of the recommendations in the Priority Implementation Plan established as part of the 2014 Comprehensive Plan. Recommendations are categorized as completed, in progress (more than halfway), in progress (halfway), in progress (not halfway), and not started. Some of the key areas of progress include:

- **Targeted code amendments.** These have included updates to light industrial use and development standards to promote clean industry and home-based businesses; the adoption of energy efficiency requirements (through HB 287 has removed authority); and stronger environmental regulations in certain areas (e.g., protection of night skies).
- **Expanded role for the City on housing initiatives.** This has included the creation of the Housing Department, adoption of the Housing Action Plan, and a strong leadership role for the City in implementing and monitoring progress on housing priorities.
- **Completion of numerous functional plans and studies.** These plans and studies are discussed in the Overarching Themes section of this document.

As the updated Comprehensive Plan takes shape, priority recommendations from 2014 will be revisited to determine whether they need to be carried forward in some form. Recommendations related to the Land Use Regulations will be reviewed and addressed as part of that update.

## Attachment 2

# Public Engagement Plan

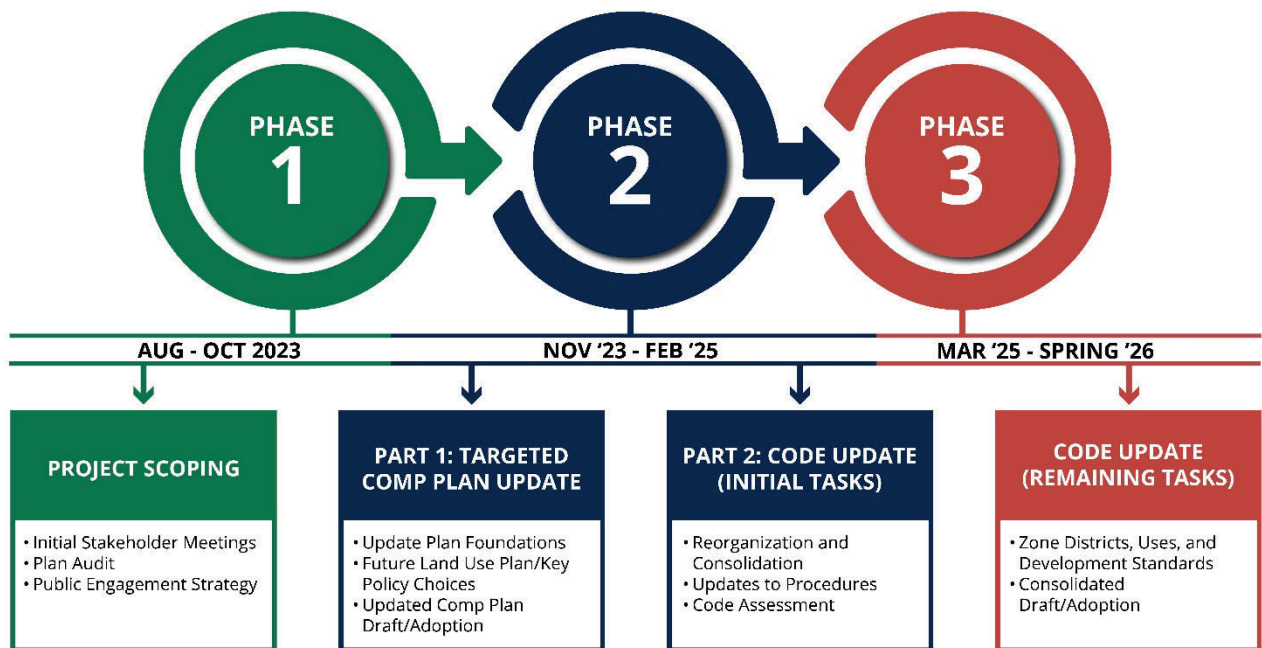
# Public Engagement Plan

City Council Draft: 11.6.23

## 1. INTRODUCTION

### About the Project

In August 2023, the City of Ketchum initiated the first of three phases in an effort to update its Comprehensive Plan (Plan) and Land Use Regulations (Code). The Plan and Code update process will be led by Planning and Building Department staff with support from Clarion Associates and Economic and Planning Systems (EPS). An overview of the Plan and Code update process and the expected timelines for each project phase are provided below. The overall process is anticipated to take approximately two and a half years.



### Guiding Principles for Public Engagement

The following principles should guide all community and stakeholder engagement efforts to ensure participants feel heard and understand how their input will be used in the Plan and Code update process:

1. **Engage varied perspectives** in the process
2. **Bridge differences between diverse groups** by promoting civil/civic conversations and seeking common ground on contentious issues

3. **Promote civic engagement** using participatory approaches that encourage a greater sense of responsibility and increased participation in political decision-making
4. **Focus on key issues and opportunities** identified by the community and City leadership
5. **Provide multiple and meaningful ways for the community to engage** in the process—creating an environment that promotes collaboration and cooperation
6. **Strengthen community understanding** of the Comprehensive and Code, the role they play in day-to-day decision-making, and the community’s role in helping to shape the future of Ketchum
7. **Be transparent** throughout all phases of the process

## Purpose of the Public Engagement Plan

This Public Engagement Plan (PEP) will be used to guide community and stakeholder engagement efforts throughout the Plan and Code update process. The PEP includes three sections:

- **Groups in the Process.** This section identifies stakeholder and advisory groups that will be engaged in the Plan and Code update in various ways.
- **Communications Strategy.** This section describes the various methods that will be used to get the word out about meetings, events, and other input opportunities during the process.
- **Opportunities for Input.** This section defines the anticipated timing, format, and objectives for the various input opportunities planned as part of the Plan and Code update process.

The PEP will be made available on the project webpage and will be updated from time to time.

## 2. GROUPS IN THE PROCESS

The entire community will be invited to participate in the Plan and Code update at key points during the process, as outlined in Section 4. This section identifies stakeholder and advisory groups that will be engaged in the Plan and Code update in various ways.

### Stakeholder Groups

This list identifies stakeholder groups that play a direct or indirect role in helping to implement the City's adopted policies and regulations—it is not intended to be all encompassing. Stakeholder groups will be engaged strategically during the Plan and Code update to solicit input on policies, regulations, or recommendations that pertain to each group's area of interest or expertise. Some groups will play a larger role in the Plan update versus the Code update and vice versa.

#### BOARDS AND COMMISSIONS

- Arts Commission
- Historic Preservation Commission
- Sustainability Advisory Committee
- Ketchum Urban Renewal Agency

#### COMMUNITY DESIGN AND DEVELOPMENT

- Architects/landscape architects
- Contractors
- Developers/land planners
- Home builders
- Technical Advisory Group (TAG)
- Major property owners
- Neighborhoods

#### COMMUNITY HEALTH AND WELLNESS

- Sun Valley Community School
- The Community Library
- St. Luke's Health System
- The Hunger Coalition
- Wood River YMCA
- The Senior Connection
- The Advocates

#### ECONOMIC DEVELOPMENT AND TOURISM

- Sun Valley Air Service Board
- Sun Valley Economic Development
- Sun Valley Tourism Alliance
- Business owners/organizations
- Major employers

#### ENVIRONMENT AND CONSERVATION

- Environmental Resource Center (ERC)
- Flood Control District No. 9

- U.S. Forest Service (USFS)
- Wood River Land Trust
- Sawtooth Avalanche Center
- Sun Valley Institute for Resilience
- Idaho Conservation League
- Wood River Valley Climate Action Coalition

#### HOUSING

- City of Ketchum Housing Department
- Blaine County Housing Authority
- ARCH Community Housing Trust
- Housing Action Plan Task Force and Implementation Partners

#### ADDITIONAL STAKEHOLDER GROUPS

- Citizens Advisory Group
- Property Owners
- Renters
- Full- and Part-Time Residents
- Employees of Ketchum Businesses
- Under-Represented Groups (Low to moderate income populations, youth, Hispanic population, other ethnic or cultural minority groups, LGTBQ community)

#### MUNICIPALITIES

- Blaine County
- City of Hailey
- City of Bellevue
- City of Sun Valley

#### PARKS AND RECREATION

- City of Ketchum Recreation Department

- Wood River Trails Coalition
- Recreation user groups

**PUBLIC SAFETY**

- City of Ketchum Fire and Police

**TRANSPORTATION, INFRASTRUCTURE, AND UTILITIES**

- City of Ketchum Streets and Facilities Department
- Mountain Rides
- Blaine County Regional Transportation Committee

## Advisory Groups

The project team will be supported by three advisory groups, as described below.

### **CITIZENS ADVISORY COMMITTEE (CAC)**

A 10- to 12-member Citizens Advisory Committee (CAC) will be established to review and provide input on interim documents associated with the Plan update. The CAG will be comprised of representatives from different neighborhoods within Ketchum and subject matter experts related to the individual elements of the Comprehensive Plan. The CAG is expected to meet as a group four times during Phase 2. Focus groups may also be convened from time to time to solicit input on individual elements or subject matter content for the updated Comprehensive Plan.

### **CODE ADVISORY GROUP (CAG)**

A 10- to 12-member Code Advisory Group (CAG) will be established to review and provide input on interim documents associated with the Code update. The CAG will include representatives from the Planning and Zoning Commission, City departments, and outside stakeholders that have a technical background and knowledge of the City's land use and subdivision regulations. The CAG is expected to meet four times during Phase 2 of the Code update. Additional meetings will be defined during Phase 3 scoping. While there may be some overlap in membership between the TAG and the CAG, the TAG will serve a more strategic role.

### **TECHNICAL ADVISORY GROUP (TAG)**

A 16-member Technical Advisory Group (TAG) was established by the City of Ketchum in 2023 to provide input and guidance on a range of development related issues. The TAG includes local architects, landscape architects, engineers, contractors, developers, and trade association representatives. TAG meetings are convened on an as-needed basis. The TAG will be engaged to provide strategic input on community design and development issues related to both the Plan and Code process. TAG meetings will generally correlate to the review of interim drafts and major project milestones.

## Elected and Appointed Officials

City staff will provide regular updates to the Ketchum City Council and Planning and Zoning Commission to keep both groups informed about overall progress. Joint work sessions will be scheduled at key points in the process to share input received from the public and allow time for more in-depth discussion and input on potential policy directions for the Plan and Code update process.

### 3. COMMUNICATIONS STRATEGY

#### Objectives

Establishing and maintaining open lines of communication about the Plan and Code update is a central component of this PEP. Generally, project updates will be provided each time a major deliverable is made available for public review, and/or approximately two weeks in advance of public meetings, events, or input opportunities. Project communications will be led by the City of Ketchum with support from the project team. Primary methods of communication are outlined in the table that follows.

#### Primary Communication Channels

TOOL	OBJECTIVES	RESPONSIBILITY	TIMING
<b>Web</b>			
<ul style="list-style-type: none"> <li>Dedicated page on Project Ketchum site</li> </ul>	<ul style="list-style-type: none"> <li>Provide general project information</li> <li>Advertise upcoming meetings and events</li> <li>Provide access to online input opportunities</li> <li>Provide access to interim work products and other project-related materials</li> </ul>	<ul style="list-style-type: none"> <li>Clarion will draft content for staff review</li> <li>City staff will be responsible for managing materials and information posted to the project webpage</li> </ul>	<ul style="list-style-type: none"> <li>Launch project webpage in October 2023 and update as needed throughout the process</li> <li>Major updates will generally coincide with the completion of a project phase or publication of a major deliverable (e.g., each interim draft)</li> </ul>
<b>Social Media</b>			
<ul style="list-style-type: none"> <li>Facebook</li> <li>Twitter</li> <li>Instagram</li> </ul>	<ul style="list-style-type: none"> <li>Expand awareness of public meetings and events</li> <li>Direct community to online engagement activities</li> <li>Highlight participation in community events and activities</li> </ul>	<ul style="list-style-type: none"> <li>City communications will prepare and distribute posts about the process based on website/e-blast content, as appropriate</li> </ul>	<ul style="list-style-type: none"> <li>Post periodically throughout the process</li> <li>Begin advertising for community meetings and events two weeks in advance</li> <li>Periodic updates to announce and drive participation to online input opportunities</li> </ul>
<b>E-mail Blasts</b>			
<ul style="list-style-type: none"> <li>Multiple listservs</li> </ul>	<ul style="list-style-type: none"> <li>Provide brief updates on the project</li> <li>Advertise upcoming meetings and engagement activities</li> </ul>	<ul style="list-style-type: none"> <li>Clarion will draft content for staff review</li> <li>City communications will send email blast from City listserv and</li> </ul>	<ul style="list-style-type: none"> <li>Approximately two weeks prior to each community meeting, or to announce the release of interim drafts for review</li> </ul>



TOOL	OBJECTIVES	RESPONSIBILITY	TIMING
		distribute through other existing listservs as appropriate	
<b>Print/Online Media</b>			
<ul style="list-style-type: none"> <li>• <i>Idaho Mountain Express</i></li> <li>• Sun Valley Online</li> <li>• The Weekly Sun</li> </ul>	<ul style="list-style-type: none"> <li>• Build awareness of Plan and Code update process</li> <li>• Expand reach of advertising for community meetings and online input opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• City communications will prepare press releases and distribute to news outlets as appropriate</li> </ul>	<ul style="list-style-type: none"> <li>• Press releases will be issued at least one week prior to a community meetings and public adoption hearings</li> </ul>
<b>Radio</b>			
<ul style="list-style-type: none"> <li>• K-SKI (103.7) Online</li> <li>• KECH (95.3 FM) Website</li> <li>• KDPI Drop-in Radio</li> </ul>	<ul style="list-style-type: none"> <li>• Expand reach of advertising for community meetings and online input opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• City communications will distribute press releases to radio outlets as appropriate</li> <li>• City staff will participate in radio shows at key</li> </ul>	<ul style="list-style-type: none"> <li>• Press releases will be issued at least one week prior to a community meetings and public adoption hearings</li> </ul>
<b>Flyers</b>			
<ul style="list-style-type: none"> <li>• Community message boards</li> <li>• City buildings, as well as schools, libraries, community centers, and other buildings with message boards</li> </ul>	<ul style="list-style-type: none"> <li>• Build awareness of Plan and Code update, community meetings, and online input opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Clarion will develop flyers in English and Spanish for distribution</li> <li>• City staff will print and distribute flyers as appropriate</li> </ul>	<ul style="list-style-type: none"> <li>• Approximately two weeks prior to community meetings and public adoption hearings</li> </ul>

## 4. OPPORTUNITIES FOR INPUT

### Overview

This section outlines opportunities for public input during Phase 2 of the Plan and Code update process. Input opportunities generally correspond to major project milestones and vary for Plan vs. Code portions of the process. Details for each round of engagement will be refined based on discussions with staff, elected and appointed officials, and other stakeholders as the process moves forward.

#### TARGETED COMPREHENSIVE PLAN UPDATE

DATE	OPPORTUNITIES FOR INPUT	ENGAGEMENT OBJECTIVES
<b>Review and Update Plan Foundations (Nov 2023. – May 2024)</b>		
Nov. 2023- Feb. 2024	<ul style="list-style-type: none"> <li>Initial Community Survey (statistically valid)</li> <li>Via mail</li> </ul>	<ul style="list-style-type: none"> <li>Gauge community sentiment around overall quality of life and City services provided in Ketchum</li> <li>Check in on Vision and Core Community Values</li> </ul>
Jan. 2024	<ul style="list-style-type: none"> <li>CAC Kick-off Meeting (Virtual)</li> </ul>	<ul style="list-style-type: none"> <li>Introduce project timeline and objectives</li> <li>Confirm CAC roles and responsibilities</li> <li>Check in on Vision and Core Community Values</li> </ul>
Jan-Mar. 2024	<ul style="list-style-type: none"> <li>Initial outreach campaign</li> <li>Staff led “road show” updates to regional partners/community groups as part of regularly scheduled meetings</li> <li>Tabling at community events (as appropriate)</li> </ul>	<ul style="list-style-type: none"> <li>Introduce project timeline and objectives</li> <li>Highlight upcoming opportunities for collaboration and input</li> <li>Sign-up individuals interested in receiving e-mail updates about the process</li> </ul>
Mid-Mar. 2024	<ul style="list-style-type: none"> <li>CAC Meeting #2</li> </ul>	<ul style="list-style-type: none"> <li>Present initial community survey results and proposed updates to Vision and Core Community Values</li> <li>Review and seek input on draft materials for first round of community and stakeholder engagement (e.g., major trends influencing Ketchum, results of the Land Capacity/Areas of Transition Analysis, and Land Demand vs. Supply Analysis)</li> </ul>
April 2024	<ul style="list-style-type: none"> <li>Community and Stakeholder Engagement: Round 1 (In-person meetings and online input opportunity)</li> <li>Community Open House</li> <li>Focus groups (topical)</li> </ul>	<ul style="list-style-type: none"> <li>Provide a summary of trends/existing conditions and potential implications for future</li> <li>Seek input on proposed updates to Vision and Core Community Values</li> </ul>

DATE	OPPORTUNITIES FOR INPUT	ENGAGEMENT OBJECTIVES
Mid-May 2024	<ul style="list-style-type: none"> <li>Regional Roundtable</li> <li>Joint City Council/Planning and Zoning Commission Workshop</li> </ul>	<ul style="list-style-type: none"> <li>Share preliminary results of first round of community and stakeholder engagement</li> <li>Seek input on preliminary framing of key policy choices</li> </ul>
<b>Key Policy Choices (March – June 2024)</b>		
June 2024	<ul style="list-style-type: none"> <li>CAC Meeting #3 (Virtual)</li> </ul>	<ul style="list-style-type: none"> <li>Seek input on framing of key policy choices and preliminary directions for Future Land Use Plan (map and categories) in preparation for second round of community and stakeholder engagement</li> </ul>
July 2024	<ul style="list-style-type: none"> <li>Community and Stakeholder Engagement: Round 2 (In-person meetings and online input opportunity)</li> <li>Focus groups, organized around specific topics- or geographies-of-interest, at different locations throughout Ketchum</li> <li>Regional Roundtable discussion about key policy choices of regional interest (e.g., ACIs, housing)</li> </ul>	<ul style="list-style-type: none"> <li>Introduce preliminary directions for Future Land Use Plan (map and categories)</li> <li>Identify preferred policy directions related to each of the key choices posed to the community (e.g., land use scenarios for key areas, density considerations, mix of uses)</li> </ul>
Aug. 2024	<ul style="list-style-type: none"> <li>Joint City Council/Planning and Zoning Commission Workshop</li> </ul>	<ul style="list-style-type: none"> <li>Share preliminary results of second round of community and stakeholder engagement</li> <li>Seek input on preliminary preferred directions related to key policy choices and the Future Land Use Plan (map and categories)</li> <li>Seek input on a preliminary list of near-term priorities for the implementation plan</li> </ul>
<b>Draft Comprehensive Plan and Adoption (June 2024 – April 2025)</b>		
Oct. 2024	<ul style="list-style-type: none"> <li>CAC Meeting #4 (Virtual)</li> </ul>	<ul style="list-style-type: none"> <li>Seek input on the consolidated draft of the updated Comprehensive Plan and near-term priorities for the implementation plan</li> </ul>

DATE	OPPORTUNITIES FOR INPUT	ENGAGEMENT OBJECTIVES
Early-Nov. 2024	<ul style="list-style-type: none"> <li>Community and Stakeholder Engagement: Round 3 (In-person meetings and online input opportunity)</li> <li>Community Open House</li> <li>Online Input Opportunity</li> </ul>	<ul style="list-style-type: none"> <li>Seek input on the consolidated draft of the updated Comprehensive Plan</li> <li>Communicate preferred policy directions that emerged from the second round of community and stakeholder engagement (and how they've been addressed in the draft plan)</li> <li>Seek input on near-term priorities identified as part of the implementation chapter and Code Assessment Memo</li> </ul>
Early-Dec. 2024	<ul style="list-style-type: none"> <li>Joint City Council/Planning and Zoning Commission Workshop</li> </ul>	<ul style="list-style-type: none"> <li>Share results of third round of community and stakeholder engagement</li> <li>Seek input on any outstanding questions or concerns to be addressed for the adoption draft</li> </ul>
Mar.-Apr. 2025	<ul style="list-style-type: none"> <li>Planning and Zoning Commission and City Council hearings with opportunities for public testimony</li> </ul>	<ul style="list-style-type: none"> <li>Adoption of the updated Comprehensive Plan</li> </ul>

**CODE UPDATE (INITIAL TASKS)**

DATE	OPPORTUNITIES FOR INPUT	ENGAGEMENT OBJECTIVES
<b>Usability and Procedural Updates (Nov. 2023 – Feb. 2025)</b>		
Nov. 2023- Jan. 2024	Online User survey (Usability and Procedural Updates)	<ul style="list-style-type: none"> <li>Identify strengths and weaknesses of the format, structure, and organization of the current codes, as well as issues related to the implementation of Comprehensive Plan</li> </ul>
Jan. 2024	CAG/TAG Meetings (virtual)	<ul style="list-style-type: none"> <li>Review role of CAG/TAG in Code update</li> <li>Seek input on usability and procedural updates</li> </ul>
Jan. 2024	Planning & Zoning Commission Update (Staff)	<ul style="list-style-type: none"> <li>Update results of initial survey and input received as part of CAG and TAG meetings</li> </ul>
May 2024	CAG/TAG Meetings (virtual)	<ul style="list-style-type: none"> <li>Introduce and seek input on an initial draft of the consolidated and reorganized Code and procedures</li> </ul>

DATE	OPPORTUNITIES FOR INPUT	ENGAGEMENT OBJECTIVES
May 2024	Planning & Zoning Commission Update (Staff)	<ul style="list-style-type: none"> <li>• Update on initial draft of the consolidated and reorganized Code and input received as part of CAG and TAG meetings</li> </ul>
Aug. 2024	CAG/TAG Meetings (virtual)	<ul style="list-style-type: none"> <li>• Introduce and seek input on draft of updated procedures</li> </ul>
Aug. 2024	Planning & Zoning Commission Update (Staff)	<ul style="list-style-type: none"> <li>• Update on reorganization and procedures and input received as part of CAG and TAG meetings</li> </ul>
Oct. 2024	Community and Stakeholder Engagement (Consolidated and Reorganized Code + Updated Procedures): Community Open House	<ul style="list-style-type: none"> <li>• Update the general public on progress related to the Code process</li> <li>• Seek input on Consolidated and Reorganized Code + Updated Procedures</li> </ul>
Dec. 2024	CAG/TAG Meetings (virtual)	<ul style="list-style-type: none"> <li>• Share results of public input and confirm updates for adoption draft</li> </ul>
Jan. – Feb. 2025	Planning and Zoning Commission and City Council hearings with opportunities for public testimony	<ul style="list-style-type: none"> <li>• Adoption of the Consolidated and Reorganized Code + Updated Procedures</li> </ul>
<b>Code Assessment/Phase 3 Scoping (June 2024 – Feb. 2025)</b>		
Oct. 2024	CAG/TAG Meetings (virtual)	<ul style="list-style-type: none"> <li>• Present and confirm Code Assessment Memo recommendations</li> </ul>
Early-Nov. 2024	Community and Stakeholder Engagement (Code Assessment Memo): Community Open House	<ul style="list-style-type: none"> <li>• Present and confirm Code Assessment Memo recommendations in conjunction with review of the draft Comprehensive Plan</li> </ul>

# Attachment 3

## Phase 2 Scope of Work

# Phase 2: Scope of Work

## Background

In August 2023, the City initiated a targeted update of the Comprehensive Plan and a rewrite of the City’s Land Use Regulations (Code). This process includes three phases of work that are anticipated to take approximately two and a half years to complete. Based on input received during Phase 1, this scope of work is organized into two parts:

- Part 1: Targeted Comprehensive Plan Update
- Part 2: Code Update (Initial Tasks)

Opportunities for community and stakeholder input will be provided throughout Phase 2. Although some key meetings are identified at the task level as part of this scope of work, more general tasks for community and stakeholder engagement are also included to align with major project milestones. Each of these tasks represents a major “round” of community and stakeholder engagement that will include numerous meetings and opportunities for input. The specifics of each of these rounds of engagement and other aspects of the approach are provided in the accompanying Public Engagement Plan.

We anticipate a 16-month timeline for completion of Phase 2, assuming a mid-November contract initiation. Work on both parts of Phase 2 will progress concurrently, as illustrated on the project timeline.

### OVERARCHING THEMES

Six overarching themes emerged from initial stakeholder meetings during Phase 1:

- Align the updated plan with recent plans and studies
- Clarify Future Land Use Plan (map and categories) and align with the Code
- Clarify sustainability and resilience priorities
- Expand focus on historic preservation
- Strengthen regional partnerships
- Clarify roles and responsibilities

A discussion of each theme is provided in the accompanying Comprehensive Plan Audit (Plan Audit).



# Project Milestones

A summary of major dates and deliverables for the Comprehensive Plan update and Code Update (Initial Tasks) is provided below. Additional details are provided in the accompanying Public Engagement Plan.

Phase 2	2023		2024												2025			
	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr
<b>Part 1: Targeted Comprehensive Plan Update</b>																		
<b>1.1 REVIEW AND UPDATE PLAN FOUNDATIONS</b>																		
1.1.A. Initial Community Survey					✦													
1.1.B - Initial Outreach Campaign																		
1.1.C. Routine Technical Updates/Supplemental Analysis		●	✓	✓	●													
1.1.D. Updates to Community Vision and Core Values			✓	✓														
1.1.E. Community and Stakeholder Engagement (Round 1)							✦	✦										
<b>1.2 FUTURE LAND USE PLAN /KEY POLICY CHOICES</b>																		
1.2.A. Key Policy Choices (Framing)							✓	●										
1.2.B. Draft: Future Land Use Plan							✓											
1.2.C. Community and Stakeholder Engagement (Round 2)									✦	✦								
<b>1.3 DRAFT COMPREHENSIVE PLAN AND ADOPTION</b>																		
1.3.A. Staff Draft: Updated Comprehensive Plan										✓								
1.3.B. Public Draft: Updated Comprehensive Plan											●							
1.3.C. Community and Stakeholder Engagement (Round 3)												✦	✦					
1.3.D. Adoption Draft: Updated Comprehensive Plan													✓					
1.3.E. Adoption Hearings: Updated Comprehensive Plan														✓		✦	✦	
<b>Part 2: Code Update (Initial Tasks)</b>																		
<b>2.1 USABILITY AND PROCEDURAL UPDATES</b>																		
2.1.A. User Survey (Usability and Procedural Updates)		●																
2.1.B. Consolidated and Reorganized Code: Staff Draft						✓												
2.1.C. Consolidated and Reorganized Code: CAG/TAG Draft							●											
2.1.D. Updated Procedures: Staff Draft								✓										
2.1.E. Updated Procedures: CAG/TAG Draft									✓	●								
2.1.F. Community and Stakeholder Engagement (Usability and Procedural Updates)												✦	✦					
2.1.G. Adoption Draft: Consolidated and Reorganized Code + Updated Procedures												✓	●					
2.1.H. Adoption Hearings: Consolidated and Reorganized Code + Updated Procedures														✓		✦	✦	
<b>2.2 CODE ASSESSMENT /PHASE 3 SCOPING</b>																		
2.2.A. Staff Draft: Code Assessment Memo									✓									
2.2.B. Public Draft: Code Assessment Memo											●	✦	✦					
2.2.C. Phase 3 Scoping														✓		✦		

<b>Opportunities for Input</b>	
✓	Staff Review
✦	Stakeholder Meetings/Community Outreach
●	Citizen Advisory Committee Meeting (CAC)
●	Code Committee Meetings (CAG and TAG)
✦	Joint Meeting (City Council/Planning Commission)
✦	Adoption Hearings (Separate)

## PART 1. TARGETED COMPREHENSIVE PLAN UPDATE

This Comprehensive Plan update will be targeted in scope and not a “start-from-scratch” effort. As a result, the overall timeline is shorter with fewer, but more in-depth, engagement opportunities. While the entire Comprehensive Plan will be reviewed and updated to some extent to reflect current conditions, improve usability, and address gaps, this update will focus specifically on challenges and opportunities related to land use, housing, multimodal transportation, historic preservation, sustainability, and community character. Tasks are organized into three groups:

- Review and Update Plan Foundations
- Future Land Use Plan and Key Policy Choices
- Draft Plan and Adoption

Part 1 of this scope of work supports the completion of the section-by-section recommendations provided in the accompanying Plan Audit. Many of these tasks will occur on a parallel track.

### 1.1. Review and Update Plan Foundations

#### Objectives

- Conduct initial community outreach/education
- Validate/refine community vision and core values
- Update background data and trends to help inform the plan update

#### 1.1.A. INITIAL COMMUNITY SURVEY

A statistically valid community survey will be used to gauge community sentiment around the overall quality of life and City services provided in Ketchum, as well as seek input on the level of support for the ten core community values that were included in the 2014 Comprehensive Plan. This will be a staff-led effort (using an outside contractor) with support from the project team on the framing of customized questions.

#### 1.1.B. INITIAL OUTREACH CAMPAIGN

City staff will conduct an initial outreach campaign while the initial community survey is underway. The campaign will function as an opportunity to educate the public, regional partners, and other stakeholders about the Comprehensive Plan update and Code update process, why the process is important to Ketchum and the region, and the types of opportunities for public engagement that will be used throughout the project. The project team will provide support on presentation materials and other marketing collateral.

#### 1.1.C. ROUTINE TECHNICAL UPDATES/SUPPLEMENTAL ANALYSIS

The project team will work with City staff to complete routine technical updates and supplemental analysis necessary to inform the Comprehensive Plan update process. This task will include three components:

- **Review, update, and reorganize the Community Profile and Chapters 2-11.** Existing data, maps, and narrative will be updated to align the updated Comprehensive Plan with recent plans and studies, and incorporate the best available data. Opportunities to relocate key information (e.g.,

descriptions of related plans and studies and associated goals) to Chapters 2-11 will also be considered to make it more visible and accessible, to provide context for goals and policies, and to generally make the updated Comprehensive Plan more user-friendly. Updates will be guided by the section-by-section recommendations included in the Plan Audit that was prepared as part of Phase 1. The most substantial updates are anticipated to clarify current policy direction or address gaps within the 2014 Comprehensive Plan related to housing, community character (density/design), historic preservation, and sustainability/resilience. A working draft of the updated Community Profile and element chapters will continue to be refined in the background as the process progresses and will ultimately be incorporated as part of the updated Comprehensive Plan for review as part of Task 1.3.A. Staff will complete updates to inventory maps.

- **Land Capacity/Areas of Transition Analysis.** A parcel-based analysis of vacant and underutilized land within Ketchum will be conducted to provide a baseline understanding of what the ultimate buildout of the City and Areas of City Impact could be under current zoning regulations (such as density or floor area ratio requirements) and based on the City’s infrastructure capacity. The analysis will be conducted in an Excel workbook that City staff can maintain over time. The land capacity analysis will be accompanied by an ‘Areas of Transition’ map (prepared by the project team) that highlights properties that are anticipated to change (or those that will potentially be under pressure to change) based on current policies and regulations. This map will function as a visual tool to explore growth-related questions:
  - Whether the community is supportive of the level of change that’s anticipated in different areas; and
  - If not, what policies and regulations could be considered to help guide change?
- **Land Demand vs. Supply Analysis (Residential and Non-residential).** Building on the land capacity analysis in Task 1.1.D, the land demand versus supply analysis will help quantify future demand for different types of the types of development in Ketchum, based on recent trends and market conditions. This analysis will build upon the work EPS is currently wrapping up to document demand for residential and non-residential development (e.g., by type of housing and category of non-residential development). This analysis will also help contextualize Housing Action Plan recommendations.

Technical updates and supplemental analysis completed as part of this task will be used to set the stage for updates to the Future Land Use Plan (map and land use categories), help frame key policy choices for discussion, and ultimately inform the Code update. Summary slides with high level findings for all three components will be prepared to inform outreach conducted as part of Task 1.1.E. An initial draft will be shared with staff and the Citizen Advisory Committee. Based on input received on this initial draft, materials will be revised and shared as part of meetings and outreach conducted as part of Task 1.1.E.

#### 1.1.D. UPDATES TO COMMUNITY VISION AND CORE VALUES

The project team will prepare proposed revisions to Chapter 1: Community Vision and Core Values based on survey results and input from staff. This task will include:

- A redlined version of Chapter 1;
- Proposed updates to the organizational structure of plan chapters that better align with core community values and current priorities; and
- Presentation slides and a brief handout that summarizes proposed changes to Chapter 1.

An initial draft will be shared with staff and the Citizen Advisory Committee. Based on input received on this initial draft, a summary of proposed changes will be prepared and shared as part of meetings and outreach conducted as part of Task 1.1.E. Input received will be incorporated as part of the draft plan in Task 1.3.A.

#### 1.1.E. COMMUNITY AND STAKEHOLDER ENGAGEMENT (ROUND 1)

The primary intent the first round of community and stakeholder engagement will be to:

- Provide a high-level overview of where Ketchum updated trends information (where we are and where we are headed)
- Share the results of the community survey and how the plan framework is proposed to evolve based on this input.
- Begin to tease out some of the larger questions that will need to be answered as a result of the work that has been done up to this point.

These community and stakeholder meetings will be conducted in person over the course of two or three days and may include community open houses, joint meetings with elected and appointed officials, and regional roundtables. An online engagement opportunity will also be provided following the meetings that may be open for public comment for several weeks.

#### Deliverables

- Working draft of the updated Community Profile, element chapters, and Community Vision and Core Values
- Land Capacity/Areas of Transition Analysis (Map with supporting narrative and Excel workbook)
- Land Demand vs. Supply Analysis
- Presentation materials, survey questions, and other marketing collateral to support outreach efforts

## 1.2. Future Land Use Plan/Key Policy Choices

#### Objectives

- Evaluate key choices and trade-offs associated with land use scenarios for areas of transition
- Define and document preferred growth parameters (e.g. potential changes in density or allowed uses) for the Future Land Use Plan and to help inform the Code update

#### 1.2.A. KEY POLICY CHOICES (FRAMING)

Using the data and information assembled as part of 1.1 tasks, the project team will work with City staff to frame potential trade-offs associated with different policy directions as they relate to the community's vision and goals (e.g., housing, historic preservation, sustainability/resiliency). The policy options provided will include considerations for the City of Ketchum as a whole, as well as for individual districts and neighborhoods or ACIs (e.g., Warm Springs ski base area, Downtown, light industrial area) and will evaluate how different policy choices address residential and non-residential needs and impact future growth capacity and long-term buildout. The suggested policy choices will also explore possible changes to underlying zone districts and new or updated development standards that could be implemented to achieve outcomes that better align with the community's vision and goals. Additional support materials (such as maps, massing models, and infographics) will be used to frame key policy choices for consideration. To the extent feasible, this task will draw from related planning efforts and

lessons learned as part of ongoing discussions on growth-related topics in recent years. Based on input received from City staff and the Citizen Advisory Group, materials will be refined for broader discussion as part of Task 1.2.C.

#### 1.2.B. FUTURE LAND USE PLAN (MAP AND LAND USE CATEGORIES)

In conjunction with Task 1.2.A., the Future Land Use Plan (map and categories) in the 2014 Comprehensive Plan will be restructured and expanded to move away from language that generally documents current conditions and move toward language and imagery that communicates Ketchum’s vision for the future. Land use category updates will focus on providing clarity regarding: desired land use mix, housing types, and density ranges. Defining neighborhood and district characteristics and site planning/design criteria may also be incorporated, based on recommendations for Chapters 4 and 12, as outlined in the Plan Audit. Based on input received from City staff and the Citizen Advisory Group, materials will be refined for broader discussion as part of Task 1.2.C.

Following the second round of community and stakeholder engagement, further updates to the Future Land Use Plan (map and land use categories) will be incorporated to reflect the community’s preferred direction for the City and ACI. Map updates will be completed by City staff in collaboration with the project team.

#### 1.2.C. COMMUNITY AND STAKEHOLDER ENGAGEMENT (ROUND 2)

The focus of the second round of community and stakeholder engagement will be to identify preferred policy directions related to each of the key policy choices posed to the community. This round of engagement will include:

- In-person focus groups, organized around specific topics- or geographies-of-interest, at different locations throughout Ketchum;
- A Regional Roundtable discussion about key policy choices of regional interest (e.g., ACIs, housing); and
- An online input opportunity that mirrors questions asked as part of in-person meetings will also be provided.

At the conclusion of this task, Ketchum staff (with virtual assistance from the project team) will host a joint workshop with elected and appointed officials to present community preferences on key policy choices and seek guidance on any outstanding questions. This update will be used to confirm the overall direction for the draft plan as well as gather input on a preliminary list of near-term priorities for the implementation plan. If necessary, a second workshop will be held.

#### Deliverables

- Updated Future Land Use Plan (map and categories)
- Slides or display materials to help succinctly frame key policy choices for broader discussion as part of Task 1.2.C.
- Summary of input received as part of Task 1.2.C

### 1.3. Draft Comprehensive Plan and Adoption

#### Objectives

- Assemble a complete draft of the updated Comprehensive Plan for public review

- Finalize updated Comprehensive Plan for adoption

#### 1.3.A. STAFF DRAFT: UPDATED COMPREHENSIVE PLAN

Building on tasks and deliverables associated with 1.1. and 1.2, the project team will assemble a staff draft of the updated Comprehensive Plan for review. This draft will include:

- Targeted updates to reflect recommendations contained in the Plan Audit;
- New/updated sections and preferred policy directions that emerged from the analysis and community engagement process;
- An updated Future Land Use Plan; and
- A new action plan to support the implementation of the updated Comprehensive Plan.

The document will be packaged in InDesign and include images, design elements, and features that will make the updated Comprehensive Plan engaging to read and easy to understand.

#### 1.3.B. PUBLIC DRAFT: UPDATED COMPREHENSIVE PLAN

Based on input received from City staff and the Citizen Advisory Group, a public draft of the updated Comprehensive Plan will be prepared for broader review.

#### 1.3.C. COMMUNITY AND STAKEHOLDER ENGAGEMENT (ROUND 3)

The focus of the third round of community and stakeholder engagement will be to introduce and seek input on the draft Comprehensive Plan. A particular emphasis will be placed on preferred policy directions that emerged from the second round of community and stakeholder engagement as well as seeking input on near-term priorities identified as part of the implementation chapter. This round of engagement is anticipated to include:

- A community open house; and
- An online input opportunity.

At the conclusion of this task, Ketchum staff (with virtual assistance from the project team) will host a joint workshop with elected and appointed officials to seek guidance on any outstanding questions or concerns to be addressed for the adoption draft. If necessary, a second workshop will be held.

#### 1.3.D. ADOPTION DRAFT: UPDATED COMPREHENSIVE PLAN

The project team will assemble an adoption draft of the updated Comprehensive Plan that reflects input received as part of the final round of outreach.

#### 1.3.E. ADOPTION HEARINGS

The project team will provide support to City staff in the form of materials, responses to questions and comments, and presentation assistance, during the adoption process for the updated Comprehensive Plan. Key team members will be available to participate (via Zoom) in up to four public workshops and/or hearings on the updated Comprehensive Plan before the Planning Commission and City Council.

#### Deliverables

- Staff draft, public draft, and adoption drafts of the updated Comprehensive Plan
- Slides or display materials to help support community and stakeholder engagement and adoption hearings
- Summary of input received as part of Task 1.3.C

- Transfer of final documents (in native and PDF format)



## PART 2. CODE UPDATE (INITIAL TASKS)

The scope of work for Part 2 is intended to allow the code update to begin and proceed alongside the plan update as a related, but separate, project. This reflects stakeholder feedback emphasizing the importance of the code update and urging that it begin immediately, rather than waiting for completion of the plan.

The initial code update tasks will result in development of a completely reformatted and reorganized set of land use regulations that integrate several separate Ketchum ordinances, primarily zoning and subdivision. These initial tasks also will result in a major update of the administrative procedures portion of the regulations, which deal with processing and decisions on land use applications. This initial set of substantive amendments during Phase 2 will provide a strong foundation for additional targeted amendments that will occur in a later phase and that will involve additional edits to implement the updated plan.

This proposed approach will allow significant initial work on the Code update to proceed generally in the background while the plan process is underway. Based on our experience, we think this approach will allow us to get a strong start on the code process without overwhelming staff, decision-makers, and the public with multiple rounds of piece-meal amendments. Tasks are organized into two groups:

- Usability and Procedural Updates
- Code Assessment/Phase 3 Scoping

### 2.1. Usability and Procedural Updates

#### Objectives

- Improve the usability and functionality of the Code (including procedures) while the Comprehensive Plan update is underway.
- Shorten the overall timeline for rewriting the Code.

#### 2.1.A. USER SURVEY (USABILITY AND PROCEDURAL UPDATES)

To jumpstart the Code update, a brief online survey will be used to gather feedback on the procedures and overall usability of the existing code. The survey will be distributed to heavy code users, such as the TAG, planning staff, and other City departments.

#### 2.1.B. STAFF DRAFT: CONSOLIDATED AND REFORMATTED CODE

The feedback from the user survey will help inform Clarion’s approach to consolidating and reformatting the City’s land use regulations. As part of this process, Clarion will provide a memo illustrating different options for reorganizing and restructuring Title 17—Zoning Regulations and Title 16—Subdivision Regulations (and portions of related Titles 12 and 15) to improve usability and eliminate redundancy, where appropriate. Following staff comments on this memo and selection of an organizational approach, Clarion will prepare a staff draft of a consolidated and reformatted code for staff review. This staff draft will include:

- Reorganization and restructuring of Title 17—Zoning Regulations and Title 16—Subdivision Regulations (and portions of related Titles 12 and 15) to improve usability and eliminate redundancy, where appropriate.
- Current code graphics will be revised for clarity as needed, and new graphics added, to improve overall user-friendliness.

#### 2.1.C. CAG/TAG DRAFT: CONSOLIDATED AND REFORMATTED CODE

Following one round of consolidated staff comments on the staff draft of the new code, Clarion will prepare a revised document, the “CAG draft,” to be discussed with the Code Advisory Group and Technical Advisory Group.

#### 2.1.D. STAFF DRAFT: UPDATED PROCEDURES

Based on comments from the survey, discussions with staff, and the Code Advisory Group, Clarion will undertake a substantive update of the procedures section of the new code, using the public version of the reorganized/reformatted code developed in Task 2.1.C as a base. Expected areas of focus include:

- Clarification of the general procedures applying to most types of procedures;
- Standardization of the format for all procedures;
- Update of approval criteria;
- Reevaluation of public input process for major application types;
- Consideration of new application types;
- Consideration of decision-making authority (which bodies are appropriate to make which decisions);
- Reevaluation of application requirements; and
- Reevaluation of which procedural steps should be codified in the code and which should be maintained in separate administrative manuals or user guides.,

As with the reorganized/reformatted code, the first step of the drafting will include development of a staff version of the updated procedures.

#### 2.1.E. CAG/TAG DRAFT: UPDATED PROCEDURES

Following one round of consolidated staff comments on the staff draft of the new procedures, Clarion will prepare a revised public draft to be discussed with the Code Advisory Group.

#### 2.1.F. COMMUNITY AND STAKEHOLDER ENGAGEMENT (USABILITY AND PROCEDURAL UPDATES)

The primary focus of the community and stakeholder engagement conducted as part of Phase 2 of the Code update is to gather feedback on the proposed updates to procedures and the options for consolidating and reformatting the code. Opportunities for input may include:

- Joint elected and appointed officials update (conducted by staff at interim milestones to offer progress reports and seek input on options; conducted by Clarion as part of presentation of overall reorganized code and procedures update);
- Technical Advisory Group meeting (conducted virtually by Clarion team and staff);
- Community open house(s) (conducted via website and also by Clarion team and staff to introduce new reorganized code and procedures update);
- Focus groups with code users (conducted as part of initial onsite and virtual meetings); and
- Online comment opportunity

Information gathered during this round of engagement will also be used to inform the Code Assessment Memo and Phase 3 scope.

#### 2.1.G. ADOPTION DRAFT: CONSOLIDATED AND REFORMATTED CODE + UPDATED PROCEDURES

Using the feedback provided by staff and gathered from community and stakeholder meetings, Clarion will prepare an adoption draft with consolidated and reformatted code recommendations and updated procedures.

#### 2.1.H. ADOPTION HEARINGS: CONSOLIDATED AND REFORMATTED CODE + UPDATED PROCEDURES

Adoption of the consolidated and reformatted code, including the updated procedures section, will happen concurrently with or shortly after the adoption of the updated Comprehensive Plan. This will be a staff-led effort (with virtual support from the project team) involving presentations to the Planning Commission and City Council.

#### Deliverables

- User survey
- Staff memo: Organization options
- Consolidated/reorganized code: Staff Draft
- Consolidated/reorganized code: CAG/TAG Draft
- Updated procedures: Staff Draft
- Updated procedures: CAG/TAG Draft
- Consolidated and reformatted code with updated procedures: Adoption draft
- Adoption support materials (e.g., PPT) for staff-led presentations at adoption hearings

## 2.2. Code Assessment/Phase 3 Scoping

#### Objectives

- To provide an assessment of remaining substantive edits necessary to the land use regulations to implement the updated Comprehensive Plan as well as achieve other City goals.

#### 2.2.A. STAFF DRAFT: CODE ASSESSMENT MEMO

Building on the internal staff code audit and input from the TAG and other code users, the project team will prepare a code assessment memo that highlights opportunities to align land use regulation updates with the recommendations made in the updated Future Land Use Plan. The code assessment memo will be drafted roughly concurrently with the updated comprehensive plan draft. Recommendations made in the code assessment memo will be broad enough to allow flexibility for Phase 3.

This memo would need to be informed by a round of stakeholder engagement conducted following adoption of the plan that is focused solely on the regulations.]

#### 2.2.B. PUBLIC DRAFT: CODE ASSESSMENT MEMO

Following one round of consolidated staff comments on the staff draft of the assessment memo, Clarion will prepare a revised public draft to be discussed with the Code Advisory Group.

### 2.2.C. PHASE 3 SCOPING

A scope, schedule, and budget defining the final round of tasks to complete the Code Update will be provided. Clarion anticipates the Phase 3 scope will include:

- Updates to districts and uses
- Updates to development standards
- Refinements to procedures (as needed, based on updates to the above)

#### Deliverables

- Code Assessment memo: Staff Draft
- Code Assessment memo: CAG/TAG Draft
- Phase 3 scope, schedule, and budget

## Cost Proposal

Our baseline cost to complete this Phase 2: Scope of Work is: \$311,630. We have also included a 10% contingency budget of \$31,173 to cover additional tasks as may be assigned. A separate breakdown of costs for the Targeted Comprehensive Plan update and Code update is provided below and on the following page.

Ketchum Comp Plan and Code Rewrite (Phase 2)							
Task	Clarion				EPS		Total
Team Member	White D.	Goebel	Squyer	White H.	Prosser	Associate	
Billable Rate \$/Hour	\$185	\$225	\$90	\$95	\$250	\$145	
<b>Part 1: Targeted Comprehensive Plan Update</b>							
<b>1.1: Review and Update Plan Foundations</b>							
1.1.A. Initial Community Survey	2	0	0	0	0	0	2
1.1.B. Initial Outreach Campaign	4	0	16	16	0	0	36
1.1.C. Routine Technical Updates/Supplemental Analysis	24	0	80	0	32	40	176
1.1.D. Updates to Community Vision and Core Values	12	0	16	0	0	0	28
1.1.E. Community and Stakeholder Engagement (Round 1)	40	0	60	16	12	0	128
<b>1.1: Total Hours</b>	<b>82</b>	<b>0</b>	<b>172</b>	<b>32</b>	<b>44</b>	<b>40</b>	<b>370</b>
<b>1.1: Total Labor</b>	<b>\$15,170</b>	<b>\$0</b>	<b>\$15,480</b>	<b>\$3,040</b>	<b>\$11,000</b>	<b>\$5,800</b>	<b>\$44,690</b>
<b>1.1: Person trips</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>3</b>
<b>1.1: Total Travel</b>	<b>\$950</b>	<b>\$0</b>	<b>\$950</b>	<b>\$0</b>	<b>\$950</b>	<b>\$0</b>	<b>\$2,850</b>
<b>Task 1.2: Future Land Use Plan/Key Policy Choices</b>							
1.2.A. Key Policy Choices (Framing)	16	2	24	0	8	0	50
1.2.B. Future Land Use Plan (Map and Land Use Categories)	16	2	40	0	8	0	66
1.2.C. Community and Stakeholder Engagement (Round 2)	40	32	60	16	0	0	148
<b>1.2: Total Hours</b>	<b>72</b>	<b>36</b>	<b>124</b>	<b>16</b>	<b>16</b>	<b>0</b>	<b>264</b>
<b>1.2: Total Labor</b>	<b>\$13,320</b>	<b>\$8,100</b>	<b>\$11,160</b>	<b>\$1,520</b>	<b>\$4,000</b>	<b>\$0</b>	<b>\$38,100</b>
<b>1.2: Person trips</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>1.2: Total Travel</b>	<b>\$950</b>	<b>\$950</b>	<b>\$950</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,850</b>
<b>Task 1.3: Draft Comprehensive Plan and Adoption</b>							
1.3.A. Staff Draft - Updated Comprehensive Plan	40	4	120	40	8	0	212
1.3.B. Public Draft - Updated Comprehensive Plan	24	4	40	24	4	0	96
1.3.C. Community and Stakeholder Engagement (Round 3)	40	0	0	0	0	0	40
1.3.D. Adoption Draft - Updated Comprehensive Plan	24	0	40	24	2	0	90
1.3.E. Adoption Hearings	16	6	6	0	0	0	28
<b>1.3: Total Hours</b>	<b>144</b>	<b>14</b>	<b>206</b>	<b>88</b>	<b>14</b>	<b>0</b>	<b>466</b>
<b>1.3: Total Labor</b>	<b>\$26,640</b>	<b>\$3,150</b>	<b>\$18,540</b>	<b>\$8,360</b>	<b>\$3,500</b>	<b>\$0</b>	<b>\$60,190</b>
<b>1.3: Person trips</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>1.3: Total Travel</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Part 1: Project Total Hours</b>	<b>298</b>	<b>50</b>	<b>502</b>	<b>136</b>	<b>74</b>	<b>40</b>	<b>1100</b>
<b>Part 1: Project Total Labor</b>	<b>\$55,130</b>	<b>\$11,250</b>	<b>\$45,180</b>	<b>\$12,920</b>	<b>\$18,500</b>	<b>\$5,800</b>	<b>\$148,780</b>
<b>Part 1: Project Total Person Trips</b>	<b>2</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>6</b>
<b>Part 1: Total Travel Expenses</b>	<b>\$1,900</b>	<b>\$950</b>	<b>\$1,900</b>	<b>\$0</b>	<b>\$950</b>	<b>\$0</b>	<b>\$5,700</b>
<b>Part 1: Total Fees: Labor and Expenses</b>	<b>\$57,030</b>	<b>\$12,200</b>	<b>\$47,080</b>	<b>\$12,920</b>	<b>\$19,450</b>	<b>\$5,800</b>	<b>\$154,480</b>
<b>10% Contingency (Other tasks as assigned)</b>							<b>\$15,448</b>

<b>Ketchum Plan and Code Rewrite (Phase 2)</b>					
Task	Clarion				Total
	Team Member	Goebel	White D.	Associate	
Billable Rate \$/Hour	\$225	\$185	\$110	\$95	
<b>Part 2: Code Update (Initial Tasks)</b>					
<b>2.1: Usability and Procedural Updates</b>					
2.1.A. User Survey (Usability and Procedural Updates)	2	0	8	0	10
2.1.B. Staff Draft: Consolidated and Reformatted Code	40	0	90	60	190
2.1.C. CAG/TAG Draft: Consolidated and Reformatted Code	30	0	60	20	110
2.1.D. Staff Draft: Updated Procedures	50	0	100	10	160
2.1.E. CAG/TAG Draft: Updated Procedures	30	0	60	10	100
2.1.F. Community and Stakeholder Engagement (Usability and Procedural Updates)	60	0	100	20	180
2.1.G. Adoption Draft: Consolidated and Reformatted Code + Updated Procedures	0	0	0	0	0
2.1.H. Adoption Hearings: Consolidated and Reformatted Code + Updated Procedures	20	0	0	0	20
<b>2.1: Total Hours</b>	<b>232</b>	<b>0</b>	<b>418</b>	<b>120</b>	<b>770</b>
<b>2.1: Total Labor</b>	<b>\$52,200</b>	<b>\$0</b>	<b>\$45,980</b>	<b>\$11,400</b>	<b>\$109,580</b>
<b>2.1: Person trips</b>	<b>2</b>		<b>2</b>		<b>4</b>
<b>2.2: Total Travel</b>	<b>\$1,900</b>	<b>\$0</b>	<b>\$1,900</b>	<b>\$0</b>	<b>\$3,800</b>
<b>2.2: Code Assessment/Phase 3 Scoping</b>					
2.2.A. Staff Draft: Code Assessment Memo	40	30	60	8	138
2.2.B. Public Draft: Code Assessment Memo	20	0	30	8	58
2.2.C. Phase 3 Scoping	40	0	40	0	80
<b>2.2: Total Hours</b>	<b>100</b>	<b>30</b>	<b>130</b>	<b>16</b>	<b>276</b>
<b>2.2: Total Labor</b>	<b>\$22,500</b>	<b>\$5,550</b>	<b>\$14,300</b>	<b>\$1,520</b>	<b>\$43,870</b>
<b>2.2: Person trips</b>	<b>0</b>		<b>0</b>		<b>0</b>
<b>2.2: Total Travel</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Part 2: Project Total Hours</b>	<b>332</b>	<b>30</b>	<b>548</b>	<b>136</b>	<b>1046</b>
<b>Part 2: Project Total Labor</b>	<b>\$74,700</b>	<b>\$5,550</b>	<b>\$60,280</b>	<b>\$12,920</b>	<b>\$153,450</b>
<b>Part 2: Project Total Person Trips</b>	<b>2</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>4</b>
<b>Part 2: Total Travel Expenses</b>	<b>\$1,900</b>	<b>\$0</b>	<b>\$1,900</b>	<b>\$0</b>	<b>\$3,800</b>
<b>Part 2: Total Fees: Labor and Expenses</b>	<b>\$76,600</b>	<b>\$5,550</b>	<b>\$62,180</b>	<b>\$12,920</b>	<b>\$157,250</b>
<b>10% Contingency (Other tasks as assigned)</b>					<b>\$15,725</b>