

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
Part 1: Targeted Comprehensive Plan Update																		
1.1 REVIEW AND UPDATE PLAN FOUNDATIONS																		
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)						✦	✦											
1.2 FUTURE LAND USE PLAN /KEY POLICY CHOICES																		
1.2.A. Key Policy Choices (Framing)							✓	●										
1.2.B. Draft: Future Land Use Plan						✓												
1.2.C. Community and Stakeholder Engagement (Round 2)									✦	✦								
1.3 DRAFT COMPREHENSIVE PLAN AND ADOPTION																		
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														✓		✦	✦	
Part 2: Code Update (Initial Tasks)																		
2.1 USABILITY AND PROCEDURAL UPDATES																		
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														✓		✦	✦	
2.2 CODE ASSESSMENT /PHASE 3 SCOPING																		
2.2.A. Staff Draft: Code Assessment Memo									✓									
2.2.B. Public Draft: Code Assessment Memo											●	✦	✦					
2.2.C. Phase 3 Scoping														✓		✦		

<u>Opportunities for Input</u>	
✓	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 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