

Urban Ecology Framework Scope of Services

Project Overview

The purpose of the Urban Ecology Framework (UEF) is to establish the natural context for Atlanta's growth and development and to determine what aspects of nature in Atlanta should be preserved, restored, and accentuated by the public realm. This is a critical element of the *Atlanta City Design* project and the selected team will collaborate with City staff and others on this endeavor. The Department of Planning and Community Development is leading this effort in coordination with the Departments of Watershed Management, Parks and Recreation, Sustainability, and Public Works. It will also be essential to collaborate with local organizations like Trees Atlanta, Atlanta BeltLine, Inc., the Georgia Conservancy, The Trust for Public Land, those engaged in water quality improvements in the City's watersheds and others already working on aspects of Atlanta's natural state. The expected outcome is a plan for enhancing nature as Atlanta grows, utilizing urban green spaces and the public realm to connect the entire community and establish a citywide green network.

The UEF will evaluate and inventory the City's natural environs, including rivers and creeks, forest and tree canopy, ridges and watersheds, public and private green spaces, and other features that encompass and define the City's existing landscape. The UEF will identify what natural features are unique to the City of Atlanta, how ecosystems or habitats can be restored, and policies that promote real estate development aligned with those features and systems. It will then use this inventory to define a better future condition for the natural environment, including high-level recommendations about future green spaces, green connections, and green policies.

The selected team shall develop the UEF as an overall vision and implementation plan for a comprehensive and interconnected system of functional green spaces. This system must allow for, and become a companion to, a similar set of opportunities for increased population and employment density that will be defined in the *City Design*. The symbiotic balance between these two sets of opportunities will define the most desirable outcomes for growth in the City, where current and future residents and businesses can take advantage of both a verdant natural environment and a vibrant urban environment within a full range of transportation options such as walking, bicycling, and transit.

The UEF will build upon many existing plans developed by the City, and it will feed directly into the *Atlanta City Design* project, which is currently underway. As a critical input in this latter effort, the UEF's recommendations will influence the execution of transportation plans, Capital Improvement Program (CIP) funding, land acquisition, and other efforts by various City departments, agencies and partners. For this reason, the plan must target resources that can capture multiple benefits from each dollar invested through more strategic implementation of the City's programs and resources.

The project team shall develop an overall vision and implementation plan for a comprehensive and interconnected system of functional green spaces, and identify areas of opportunity for increased density that can take advantage of these green connections as well as other alternative modes of

transportation such as walking, bicycling, and transit. The primary scope of the UEF will be to evaluate and define this natural place and condition and revise and shape the City's Tree Ordinance so that the City's implementation aligns the economic development goals of the City with tree preservation, conservation, and canopy enhancement strategies that are generated in the UEF. Development of the UEF as a city-wide vision and implementation program for a network of high-performance green spaces will enable the City and its partners to collaborate in using available implementation resources for the greatest long-term benefit for all of Atlanta's neighborhoods.

Service Description

Five major areas of emphasis will guide the planning process:

- I. The vision for a city-wide green network that is able to ensure the implementation of individual projects have an even greater impact by contributing to an interconnected system;
- II. Equity and inclusiveness will be built into the planning process to ensure that the benefits provided by green spaces are equitably distributed, and support all citizens and communities;
- III. Priority for reuse of vacant and abandoned property will guide the location of new green spaces, temporary greening/land holding, and future development, serving to reconcile competing interests;
- IV. An implementation strategy will target limited resources to priority projects and offer creative financing strategies and partnerships to ensure progress toward the plan's goals; and
- V. A long-term strategy for maintenance and stewardship will ensure that the implementation of the green network vision is sustainable in every sense of the word.

Study Area

- To promote coordinated planning efforts, all land within 1 mile of the City of Atlanta may be considered

Schedule

The City of Atlanta Urban Ecology Framework must be complete no later than twelve (12) months from the Notice to Proceed, and the Tree Protection Ordinance rewrite (Task 7) must be completed no later than eighteen (18) months from the Notice to Proceed (six months after completion of the Urban Ecology Framework).

Notes on Team and Project Manager

Consultant teams that are too large will be penalized in the scoring regime. Proposed project manager should be familiar with the City of Atlanta's dynamic and diverse communities. The best project manager must be able to effectively communicate throughout the city and tailor their message to meet the needs of the varied neighborhoods, community and business groups, and advocacy organizations that will be part of the process.

Build on Recent Studies. Coordinate with Ongoing Studies

- City Design (ongoing)
- Watershed Management Master Plan (Ongoing)
- Atlanta's Project Greenspace (2009)
- Atlanta BeltLine Strategic Implementation Plan (2013)
- Atlanta Streetcar System Plan (2015)
- City of Atlanta Watershed Assessment (2009)
- Comprehensive Development Plan (2011)
- Connect Atlanta Plan (2008)
- Cycle Atlanta: Phase 1.0 Study (2015)
- Cycle Atlanta: Phase 2.0 Study (kickoff expected in 2016)
- I-Tree Ecosystem Analysis – Atlanta (2015)
- Move Atlanta: A Design Manual for Active, Balanced, & Complete Streets (adoption pending)
- Watershed Improvement Plans
- Other readily available plans and data from upstream jurisdictions

Task 1: Project Management

The Project will require ongoing project management to ensure coordinated, timely, and thorough deliverables. The Project Team as referenced in this document will be led by the DPCD Office of the Commissioner and may include, as necessary, representatives from other City Departments and partner organizations (such as the Department of Watershed Management, Department of Parks and Recreation, Department of Public Works, Atlanta Beltline, Inc, Georgia Conservancy, and Trees Atlanta).

Task 1.1: Project Management and Community Engagement Plan

The Consultant will work with DPCD staff to develop a Project Management and Community Engagement Plan (PMCEP). DPCD will approve the final PMCEP. At a minimum, the PMCEP will include:

- Overall schedule with project milestones;
- Recommended Community engagement schedule;
- Communications and on-line process protocol;
- Process for addressing concerns/issues;
- City staff and consultant team review process;
- Community outreach and communications strategies; and
- A general style guide to ensure continuity in project documentation.

Timeframe for Part 1.1, PMCEP:

- One month from Notice to Proceed

Deliverables:

- Draft Project Management Plan

Task 1.2. Project Management Meetings

The Consultant will lead bi-weekly meetings (meeting cadence, every two (2) weeks) with the DPCD Project Manager. These meetings may include other members of the Project Team, as necessary, to discuss the overall project, any interdependent tasks, and coordination with the *City Design* process. The Consultant will be responsible for creating and distributing the agenda for these meetings twenty-four (24) hours before the meeting. The Consultant will be responsible for creating and sending out a meeting summary and action items from the meeting. The meetings described here pertain to contract administration, overall project budget, scope, and timeline. Consultant is responsible for communicating any budgetary or scheduling issues to the project team as soon as they are identified. Similarly, the Consultant will communicate if a task request is outside of the original Scope of Services or Project Management Plan.

Timeframe for Part 1.2, Project Management Meetings:

- Bi-weekly for the duration of the project

Deliverables:

- Agendas, meeting summary, and action items from each bi-weekly meeting
- Monthly status reports included with invoices

Task 2: Community and Stakeholder Engagement

All aspects of community engagement will be conducted in coordination with the *City Design* planning process. All community meetings will be supported by DPCD staff. Consultant will not overstaff meetings. All community engagement materials will be consistent with the style guide.

Task 2.1 Online Engagement and Photo Sharing Environment

Community engagement will include a myriad of far reaching and multi-platform engagement strategies, which will make public engagement accessible and bring new stakeholders into the planning process. The Consultant will develop on-line tools such as a website and photo sharing environment to assist in conducting outreach and engagement throughout the planning process. The PMCEP from **Task 1.1** will develop the specific framework for the on-line tools and photo sharing site. Working in conjunction with the DPCD project manager, the Consultant will also be responsible for content required for the on-line tools and photo sharing site and all updates as needed throughout the planning process. The website will include tools for participation and input, interactive map tools for commenting on and nominating projects, and an environment for nominating and commenting on policies, strategies or initiatives. The Consultant will be responsible for hosting the website during the planning process. The website will be designed to transition to the city server and become a post-planning website.

The photo sharing environment will provide for a wide array of opportunities to share photos that may include (1) great trails, greenways and greenspace in Atlanta and other cities, (2) a way to connect great photos from other places to opportunities in Atlanta, and (3) opportunities for improvement in Atlanta.

Consultants will propose a social media strategy that is complimentary to the website and photo sharing. The proposed strategy should include, at a minimum, using the DPCD Facebook page and Twitter handle. Consultants should consider ways to leverage other activities within **Task 2**.

Timeframe for Task 2.1, Online Engagement and Photo Sharing Environment:

- Initial launch of the website and photo sharing environment within six (6) weeks of Notice to Proceed
- Duration of the project

Deliverables:

- Website with ongoing updates
- Photo sharing environment with ongoing updates
- Develop and execute social media strategy
- Periodic summaries of public feedback and/or survey results

Task 2.2. Community Meetings/Work Sessions

The Consultant will conduct two (2) community meetings/work sessions with the public related to the UEF tasks, and four (4) community meetings/work sessions related to the Tree Protection Ordinance rewrite. Prior to holding these meetings, promotional materials will be created for distribution at Neighborhood Planning Unit (NPU) meetings and Council District meetings that also describe the online engagement activities developed in **Task 2.1**. The meetings related to the UEF development will align with the (A) visioning in **Task 4.1**, and the (B) recommendations development in **Task 5**. The meetings related to the Tree Protection Ordinance [Sec. 158-26 through Sec. 158-110 of the City of Atlanta Code of Ordinances] rewrite will align with phases agreed-upon by the Consultant and City Arborist staff. Each meeting will include an interactive component for gathering input and feedback from the public. The Consultant will prepare a survey instrument that is made available at each meeting and shared digitally.

The Consultant will be responsible for preparing meeting materials, handouts, presentations, etc. The Consultant will be responsible for preparing and distributing announcements and advertisements of meeting material.

The DPCD Project Manager will be responsible for identifying potential meeting locations, reserving City of Atlanta meeting locations, and reviewing and approving all meeting materials. City of Atlanta meeting locations may not be available, in which case, the Consultant will locate and reserve the meeting location. The DPCD Project Manager will be responsible for helping distribute meeting announcements and advertisements through City of Atlanta channels.

A complete "dry run" of each community meeting will occur at least one (1) week prior to each of the six

(6) meetings.

Deliverables:

- Materials for each working session including agenda, presentation deck, and any facilitation materials
- Meeting summaries and sign-in sheets

Task 2.3. UEF Stakeholder Committee

Consultant to lead two facilitated working sessions with the UEF Stakeholder Committee. These sessions will focus on preparing for upcoming community engagement opportunities and informing and reviewing key decisions within the planning process. The sessions will occur throughout the planning process and the agenda and schedule will be outlined within the PMCEP from **Task 1.1**. The DPCD Project Manager will be responsible for hosting the meetings. The UEF Stakeholder Committee will include an array of stakeholders representing community and advocacy organizations. The Consultant will be responsible for creating the list of attendees, preparing meeting materials, inviting attendees, facilitating the meetings, and providing a meeting summary of each meeting.

Deliverables:

- Materials for each working session including agenda, presentation deck, and any facilitation materials
- Meeting summaries and sign-in sheets

Task 2.4. Tree Ordinance Stakeholder Committee

Consultant is expected to lead three (3) facilitated working sessions with the Tree Ordinance Stakeholder Committee. These sessions will focus on preparing for upcoming community engagement opportunities and informing and reviewing key decisions within the planning process. The sessions will occur throughout the planning process and the agenda and schedule will be outlined within the PMCEP from **Task 1.1**. The Tree Ordinance Stakeholder Committee will include an array of stakeholders representing community and advocacy organizations. The DPCD Project Manager will be responsible for creating the list of attendees and hosting the meetings. For each meeting, the Consultant will be responsible for preparing meeting materials, inviting attendees, facilitating the meeting, and providing a meeting summary.

Deliverables:

- Materials for each working session including agenda, presentation deck, and any facilitation materials
- Meeting summaries and sign-in sheets

Task 2.5. Interviews

The Consultant will conduct up to five (5), forty-five (45) minute interviews with advocacy groups, partner organizations, community organizations, or representatives of another relevant organization to inform the work in **Task 4** and **Task 5**. Additionally, the Consultant will conduct up to ten (10), forty-five (45) minute interviews with commercial property owners, partner organizations, community organizations, or representatives of another relevant organization to inform the work in **Task 7**. One or more individuals may participate in each of the fifteen (15) interviews. A summary of the information gathered in these interviews will be shared in open and public forums. DPCD Project Manager will provide the list and contact information for interviewees.

Deliverables:

- White paper summary of interviews

Task 2.6. Working Sessions and Planning Coordination Sessions

Consultant will facilitate, at a minimum, two (2) working sessions with City of Atlanta City Council, staff and partner organizations. These sessions will focus on making, validating, or finalizing key decisions within the planning process. One session will relate to the UEF final recommendations and deliverables; the other session will relate to the Tree Protection Ordinance rewrite final recommendations and deliverables. The sessions' schedule will be outlined within the PMCEP from **Task 1.1**. The DPCD Project Manager will be responsible for creating the list of attendees, meeting invitations, and hosting the meetings. For each meeting, the Consultant will be responsible for preparing meeting materials, facilitating the meeting, and providing a meeting summary.

(Optional Task): Consultant is expected to facilitate at least two (2) work sessions with other on-going planning efforts including the Connect Atlanta Plan Update, *City Design*, Zoning Code Update, or other ongoing studies to create a level of collaboration between other city consultants, and city departments, to be informed of other on-going efforts, and to create a unifying design palate between the studies if needed.

Deliverables:

- Materials for the work sessions including agenda, presentation deck, and any facilitation materials
- Meeting summary and sign-in sheets for each session

Task 2.7. Social Media and Traditional Media Strategy (2.1 vs. 2.7 Question)

Consultants will propose a social media and traditional media strategy. The proposed strategy should include, at a minimum, using the DPCD Facebook page and Twitter handle. Consultants should consider ways to leverage other activities within **Task 2**.

Deliverables:

- Develop and execute social media and traditional media strategy

Task 3: Data Collection and Analysis

Task 3.1. Evaluation of Existing Data

Adequate data will be collected to allow a thorough assessment that identifies and addresses potential issues and solutions for all subsequent tasks and deliverables. The bulk of the inventory data will be provided by the City of Atlanta or a partner organization, and the intent is for the consultant to synthesize the existing data and identify new supplementary sources that are needed to guide informed decision-making throughout the remaining tasks. The Consultant will be responsible for compiling, updating and quality control on all data collected. At a minimum, the inventory will include all significant:

- Inventory and map of the physical features that frame the city's historic and future development, including its ridgelines, watersheds, waterways, and topography
 - Include metrics that both quantify ecological features and that assess the quality and health of ecological features
 - The full scope of data collection will be agreed upon by the consultant and the DPCD Project Manager, and will not duplicate the data provided below
- Tree canopy (2008 and 2014 data)
- City-owned green spaces, including land on which the City holds easements (differentiate between land that is publicly accessible and land that is not publicly accessible)
- Concentrations of species trees (including measures pertaining to their health, diversity, age, condition and the associated economic benefits)
- Land-use and zoning
- Political boundaries (including NPU, Council District, Census Tract, etc.)
- Sociodemographic properties (utilizing Census Data provided by the City of Atlanta)
- Parcel attributes (including land values, and right-of-way characteristics)
- Multi-use trails, bicycle facilities and bicycle parking (from the Dept. of Planning and Community Development)
- Pedestrian facilities (from Dept. of Planning and Community Development)
- Proposed Greenway Corridor Priorities from Project Greenspace
- Vacant and Abandoned Housing Data (from Dept. of Parks and Recreation)
- Stream walk data (from Dept. of Watershed Management)
- Biological monitoring reports (from DWM)
- Stream monitoring data from the watershed monitoring program and the USGS gages located in the watershed
- Land use projections (current and future), including impervious area
- List of Substantially Damaged Houses from the 2009 and the revised FEMA Floodplain maps

All inventoried items, as appropriate, must be mapped using ESRI GIS. All GIS files must be provided in a portable ESRI format and conform to Atlanta Regional Commission (Atlanta Regional Commission) data standards (files must be able to integrate with the GIS files being developed in the CTP update). All GIS files must include a data dictionary in the metadata. Much of the inventory data will be provided by the City of Atlanta or a partner organization. The Consultant will be responsible for compiling, updating and quality control on all GIS data collected.

The inventory of projects and policies recommended by recent plans is intended to help avoid duplicating or conflicting with ongoing or recently completed planning efforts in the study area. The Consultant will coordinate with the Technical Committee to ensure applicable recent plans are included in this inventory.

In addition to data on greenspace facilities and policies, **Task 3** will include an assessment of how the city currently funds greenspace. This will also incorporate greenspace and greenway funding trends at the state and federal levels.

The City will make the following data available to the Consultant:

- GIS shapefiles
- Previous studies
- Any data listed above as being provided by a City department

Deliverables:

Existing conditions information will be incorporated into an approximately five (5) to ten (10) page summary in each implementation strategy document and the overview document. The deliverables for this task will provide the existing condition summary excerpt for each strategy document and the overview document and an interim delivery of all GIS files compiled or created. In addition, a complete white paper summary of existing conditions will be prepared.

- Draft and final existing conditions excerpts in MS Word and include all graphics in high-resolution JPEG format
- Draft and final existing conditions white paper in MS Word to include report excerpts and any additional information not prepared for or included in the implementation strategy documents and the overview document
- Interim delivery of all GIS files

For the final reports, the existing condition excerpts will be incorporated and formatted in Adobe InDesign within each implementation strategy document and the *City Design* overview document.

Task 3.2. Report of Accomplishments

Consultant will prepare a succinct six (6) to ten (10) page Summary of Accomplishments, summarizing implementation efforts since the 2009 Atlanta's Project Greenspace. The report will draw heavily from the preparation of existing conditions and stakeholder interviews. The report is intended to celebrate

the accomplishments since 2009 and highlight the important role the planning process plays in guiding investment decisions within the city.

Deliverables:

- Draft Report of Accomplishments in MS Word and include all graphics in high-resolution JPEG format
- Draft, complete report in InDesign (packaged with fonts and links)
- Final report in InDesign (packaged with fonts and links)

Task 3.3. Best Practices Analysis

The Consultant will conduct a best practices analysis of at least four (4) cities with comprehensive tree protection/recompense ordinances. The ordinances will be evaluated based on the verbiage used in the ordinances compared to the goals each of the cities is seeking to achieve through their ordinance, as well as details relating to the strengths and challenges those cities have implementing the ordinances. Additionally, the Consultant will establish best practices for the expenditure of tree recompense money – this includes capital/programmatic expenditures from the Tree Trust, as well as education/outreach initiatives from the Tree Education Trust. This will require at least one phone interview for each city studied. The findings will be prepared in a white paper.

Deliverables:

- Draft and final best practices white paper in MS Word

Task 3.4. Expanded Inventory of Existing Conditions (Optional)

Consultant may undertake complete inventories of additional existing conditions described below, or another metric that contributes to a complete holistic analysis and fills a gap in available data. The Consultant may propose to complete this work, or it may be crowdsourced through the website or existing app platform. Optional items for a complete citywide inventory are:

- Illegal dumping sites;
- Trees with historical or cultural significance;
- Vacant lots or abandoned houses with code violations that may be good opportunities for temporary (or permanent) greenspace; or
- Others as proposed by the Consultant.

Task 4: Vision, Goals, and Needs Assessment

Task 4.1. Establish Vision and Goals

The Vision will be developed in conjunction with the citywide vision developed within the *City Design* process. The urban ecology aspect of the vision will create the guiding framework for identifying priority areas for development and priority areas for conservation, in a balanced way that promotes economic

development and environmental health as the City continues growing. It will also inform the development of each implementation strategy. The Vision will describe an aspirational urban ecological system for approximately thirty (30) years in the future, and backcast to imagine the policies and investments necessary to get us to that future over time.

A cornerstone of the Vision will be greenspace connectivity, multi-functionality and sustainable conservation goals for the City. These goals will include both citywide and council district level metrics. The greenspace connectivity goals, at a minimum, include: strategy for a comprehensive and interconnected system of greenway connections between neighborhoods, employment centers, and existing/future transit that are publicly accessible. The multi-functionality of greenspace goals, at a minimum, include: strategies and prioritization of the ability of each greenspace or greenway to provide a range of different functions of services, for instance enhancing biodiversity and providing flood retention and recreational opportunities. The sustainable conservation goals, at a minimum, includes: target areas for tree canopy enhancement and preservation, minimum canopy coverage targets by NPU, target areas for species trees preservation, and the identification of areas of opportunity for increased building density that have lower adverse environmental impacts and greater connection to current and planned greenways and greenspace.

The evaluation framework would describe the metrics for evaluation without setting specific targets, and would measure the performance of the proposed network in achieving the vision.

Deliverable:

- Vision, goals, and objectives summary will be incorporated within the needs assessment report in **Task 4.2** and within the final overview document, and, as appropriate, within the implementation strategy documents

Task 4.2. Needs Assessment

Greenspace and greenway facilities, as well as tree inventory and canopy coverage, will be assessed to determine if current levels of service and conditions are adequate to meet community needs, vision, and goals. Future needs will be determined based on the capacity of existing facilities and services to achieve the community needs, vision, and goals, or if improvements are needed to accommodate growth and protect natural and cultural resources. In addition to the activities specifically described below, the needs assessment must include all activities necessary to inform preparation of the overview document, implementation strategies, Tree Protection Ordinance rewrite, and other final deliverables included in **Tasks 6 and 7**.

The analysis will address the need to improve or utilize the City's natural environs during the planning period in a way that will preserve and enhance the existing greenspace and greenway system, provide a zero net loss of both the City's tree canopy coverage and of environmental assets in areas identified during this process as being of critical environmental importance or as priority greenway corridors.

Building off the inventory of local greenspace/conservation funding in **Task 3**, the needs assessment will

also determine whether current funding methods are adequate for both current and future needs and identify any current or future funding needs and opportunities.

Greenspace, greenways, and the natural environs identified in the **Project Overview** will be assessed at short-, medium- and long-term actions over a thirty (30) year planning horizon to establish ranges of implementation goals as they relate to:

- A. Existing Greenspace System Levels of Service and System Needs (acres of greenspace per capita, access to greenspace – such as percent of population located within quarter (¼) mile of publicly-accessible greenspace, and percent of land identifies as being of critical environmental importance that is protected by a conservation tool, etc.)
- B. Existing Greenspace Facilities Needs
- C. Waterways in the City (including health/pollution levels)
- D. Tree Canopy Coverage (by NPU, Council District, and City-wide)
- E. Availability and Adequacy of Land Suitable for New Development (i.e. land outside of stream buffer, not identified as being of critical environmental importance, and not located within watersheds regularly overwhelmed by stormwater runoff)
- F. Projected Overall Greenspace System Levels of Service and System Needs (based on projected population growth)
- G. Economic Value of Atlanta’s Urban Forest (annual benefits associated with pollution removal, carbon storage, gross carbon sequestration, and value of energy conservation)

Deliverable:

A report will be prepared detailing the vision, goals, needs, issues, and opportunities. The report will be submitted to the DPCD Project Manager for review and comment before commencing work on **Task 5**. This report will be presented to the stakeholder and technical committees and shared with the public. Stakeholder and public participants will be provided the opportunity to comment and participate during the preparation of the Needs Assessment Report.

The needs assessment information will be incorporated into an approximately five (5) to (10) page summary in each implementation strategy document and the overview document. The deliverables for this task will provide the needs assessment summary excerpt for each strategy document the overview document, and a stand-alone supplement relating the technical analysis to the Tree Protection Ordinance revisions. In addition, a complete white paper summary of the needs assessment will be prepared.

- Draft and final vision and needs assessment excerpts in MS Word and include all graphics in high-resolution JPEG format.
- Draft and final vision and needs assessment white paper in MS Word to include report excerpts and any additional information not prepared for or included in the implementation strategy documents and the overview document.

For the final reports, the needs assessment excerpts will be incorporated and formatted in Adobe

InDesign within each implementation strategy document and the overview document.

Task 5: Recommendations

Task 5.1. Prepare Recommendations

Development of recommendations will include financial analysis, policy development, project development, GIS analysis and mapping, implementation strategies, action items, administrative recommendations, and prioritization. The team will define the range of possibilities for ecology in the City, and identify strategies for enhancement that aligns with the larger vision of *Atlanta City Design* – specifically the transit, connectivity, and density goals. The recommendations phase, along with tasks specifically outlined in **Task 5**, should include all analysis, planning and engagement needed to prepare the overview document and implementation strategies detailed in **Task 6**. All of the details required for those documents require extensive work within **Task 5**, but, for brevity, are not duplicated in this section of the scope.

Task 5.2. Implementation and Funding Options

A detailed financial analysis based on the financial inventory and needs assessment will be completed which will include realistic projections of future funding at local, state, and federal levels. This analysis along with project costs and prioritization will be used to create a short-term (five (5) years), mid-term between ten and fifteen (10-15) years, and long range (up to thirty (30) year) work program for enhancing access and connectivity between current and proposed greenspace, preserving ecological assets and mitigating ecological degradation, and increasing the City's tree canopy coverage.

The Consultant will identify overall approaches to funding the greenspace system (green network) based on best practices from other cities and with an understanding of Atlanta's unique opportunities and challenges.

The Consultant will identify and evaluate traditional, alternative, and innovative funding mechanisms and instruments. The Consultant will employ a multi-step approach in developing a funding strategy:

1. Evaluation of funding sources and capacity and funding strategy: the Consultant will develop an estimate of future revenues and the share of these funds that have already been committed or pledged to existing projects. Traditional funding sources will be considered along with other sources of revenue that are reasonably stable and predictable.
2. Identify potential uncertain funding sources for planned improvements: the Consultant will identify planned improvements eligible for federal, state or nonprofit funding programs that meet the goals of the UEF (including opportunities to leverage watershed and transportation investments).
3. Identify new sources of revenue: the Consultant will identify potential alternative funding sources and provide general examples where these funding sources are being used in other areas.
4. Innovative finance opportunities: the Consultant will evaluate the potential for new revenue

through use of "value capture" mechanisms and user fees.

Task 5.3. Project Prioritization

The Consultant will identify short-, medium- and long-term actions to achieve the future vision, including both policy and investment needs, and potentially including actions by external stakeholders necessary to help support achieving the vision and goals for Atlanta's green network.

The criteria to be used in the evaluation and prioritization of projects will be developed by the consultant for approval by the DPCD Project Manager. Inputs into project selection and prioritization will include, but not be limited to, the plan's vision, identified goals, needs, and opportunities, a benefit-cost analysis, context sensitivity, and feasibility. Other key elements include the identification of steps to implement the UEF such as new revenue streams, consensus building activities, zoning and development code change, and policy change recommendations. Project listings and maps will be developed, as appropriate. Recommendations shall be developed in a consultative environment involving the public and key stakeholders. Recommendations shall be presented to the public, the stakeholder committee and the technical committee for review and comment prior to final documentation.

Task 6: Final UEF Deliverables

All final deliverables, except as otherwise noted, will include a two-stage draft document review: first in MS Word, then in Adobe InDesign/Creative Suite. All deliverables in MS Word will not be formatted as final products and should reference external graphic content (e.g. "Map 1 to be located about here"). All final deliverables will be prepared consistent with the style guide. The deliverables in **Tasks 6.1 and 6.2** will be fully integrated into the *City Design* documentation. **Tasks 6.3 and 6.4** will be prepared as separate, freestanding documents, sharing a consistent look and feel to the *City Design* documents.

Task 6.1. Infographic Development

The *City Design* and UEF documents will be extremely reader-friendly and visually rich. To achieve that goal, DPCD anticipates that the final document will rely heavily on non-textual ways to communicate information, including infographics. Together, DPCD and the Consultant will identify up to ten greenspace/conservation/arboricultural-related "stories" or sets of information that would be best communicated through an infographic. The Consultant will develop draft and final infographics in InDesign/Adobe Creative Suite and using the style guide.

Deliverables

- Draft list of stories best told through infographics
- Draft infographics (JPEGs)
- Final infographics (high-resolution JPEGs)

Task 6.2. Overview Document Production

The Consultant will prepare an UEF overview (not to exceed one hundred (100) pages) that summarizes the entire planning process and recommendations. The recommendations will focus on a comprehensive strategy to address all concepts identified in the **Project Overview** and **Service Description**.

The overview will be prepared in MS Word only and finished by the *City Design* team (not the UEF consultant) in Adobe InDesign/Creative Suite. The MS Word version will include all content, images, maps, infographics developed in **Task 6.1**, graphics, photos (which should include images from the photo sharing site), charts, tables, and other information as needed to prepare a complete, final report (all images, infographics, etc. will be provided in high-resolution JPEG format as well).

The Consultant will develop a complete, draft UEF overview document for DPCD to review. Based on review and comment by DPCD, document will be revised and updated as necessary. The Consultant will prepare a final deliverable in MS Word.

Deliverables

- Draft overview document in MS Word and include all graphics in high-resolution JPEG format
- Draft complete overview document in MS Word and include all graphics in high-resolution JPEG format

Task 6.3. Detailed Project Profiles

Beyond basic action item details that will be prepared for all projects included in the plan, the Consultant will prepare four (4) project profiles and comprehensive implementation plans for the highest priority actions developed in **Task 5.3**. For each of the four (4) identified priority action items, these profiles will include (1) a two-page project summary for and (2) a comprehensive action plan including cost projections, funding sources and strategies, recommended specific implementation tools (ranging from public access or conservation easements, fee-simple acquisition, to constructing a path or trail while conserving adjacent land or water feature), projected phasing of implementation (if needed), and projected annual maintenance costs (if applicable).

Deliverables

- Draft project profiles appendix in MS Word and include all graphics in high-resolution JPEG format
- Draft, complete project profiles appendix in InDesign/Creative Suite (packaged with fonts and links)
- Final project profiles appendix in InDesign/Creative Suite (packaged with fonts and links)

Task 6.4. Implementation Strategy Documents

The Consultant will compile documents prepared throughout the planning process into a set of

implementation strategy documents to conclude the plan development process. Each implementation strategy document will be easy-to-read, graphically-oriented, and technically complete. Each implementation strategy will build on findings and recommendations developed throughout the planning process. The following are examples of implementation strategy documents; however, the exact titles/themes that are recommended during the plan development process, and agreed upon by the consultant and DPCD Project Manager, may replace those listed below:

- Canopy Preservation and Enhancement
- Pollution Mitigation and Ecological Preservation
- Greenway Connections Within or Proximate to Roadway ROW (to enhance connectivity between existing and planned future greenspace)
- Greenway Connections Along Waterways (to enhance conservation and preservation needs, in addition to providing/enhancing public amenities)

Deliverables

- Draft implementation strategy documents appendix including all graphics in MS Word
- Draft complete implementation strategy documents appendix in InDesign/Creative Suite (packaged with fonts and links)
- Final implementation strategy documents appendix in InDesign/Creative Suite (packaged with fonts and links)

Task 6.5. Other Final Deliverables

- Interactive Map
 - The Consultant will create a web-based interactive map that incorporates functionality for people to make custom maps. The map will include, at minimum, the following information:
 - Tree Canopy Coverage;
 - Tree Density;
 - Waterways in the City (including health/pollution levels);
 - Existing and Proposed Parks;
 - Existing and Proposed Greenways;
 - Existing and Proposed Greenspace (Differentiating between City assets that are publicly-accessible verses those that are not);
 - Density of population within a quarter (¼) mile of publicly-accessible greenspace versus population that is not densely populated;
 - Areas of critical environmental importance (differentiate between categories identified during UEF development that led to this designation); and
 - An expanded view of each detailed project profile from **Task 6.3.**
- Appendix: Community Engagement Report
 - In White Paper format, the consultant will compile a complete community engagement summary. The summary will include all deliverables from **Task 2.**

- Everything else
 - At the conclusion of the study, the Consultant will deliver to the City all photos, images, presentations, handouts, In Design/Creative Suite files, data files, or any other information or documents prepared as part of the planning effort.

Task 6.6. GIS Deliverables

The Consultant will deliver all GIS files used during the study process, including those created and collected from other sources. All GIS files must be provided in a portable ESRI format and conform to ARC data standards. All GIS files must include a data dictionary in the metadata. The GIS data provided by the Consultant include the following:

- Project file including the short term (five (5) years), midterm (ten (10) to fifteen (15) years), and long range work program.
- Consolidated GIS maps and shapefiles, and a matrix tied to relevant geographies (ex: parcel-level, city-wide, NPU, Council District) and include the ability for staff to cross-reference different geographies for each of the above-identified features (ex: capture city-wide ideas and preferences when querying NPU-level data).

Consultant Deliverables

- Complete GIS files for DPCD Project Manager review and comment
- Final GIS files

Task 7: Tree Protection Ordinance Update

Upon completion of the UEF, or upon completion of all technical analysis relating to the UEF tasks, the proponent will recommend and execute changes to the City's Tree Protection Ordinance. The rewritten Ordinance will align the economic development goals of the City with tree preservation, conservation, and canopy enhancement strategies that are generated in the Urban Ecology Framework.

Task 7.1. Evaluation and Rewrite of Tree Protection Ordinance

The Consultant will evaluate the City of Atlanta's Tree Protection Ordinance based on the technical analysis and vision developed in the UEF deliverables, and based on the best practices analysis completed in **Task 3.3**. In addition, it is critical for the Consultant to coordinate with the team conducting the City's zoning ordinance update so that zoning and the updated tree ordinance are better integrated, and to build in flexibility in the City's zoning ordinance to allow for more effective conservation. Preliminary changes include:

- simplifies the process customers are required to navigate;
- ensures that consequences from noncompliance are reflective of the cost to the City of noncompliance, and are applied equitably;
- promotes the preservation of both the City's tree canopy and the diversity of tree species;
- addresses planting and maintenance standards to ensure long-term tree health (such as the use

- of appropriate species, sufficient space for root zone and canopy development); and
- incentivizes actions by citizens and the private sector that enhance the City's tree canopy and diversity of native tree species.

Central to the rewrite is a robust community engagement process. In addition to the outreach described in **Task 2**, the consultant will present two (2) working drafts and the final ordinance rewrite to the Tree Conservation Committee and to a roundtable of developers identified by DPCD staff (materials for each working session including agenda, presentation deck, and any facilitation materials will be provided by the Consultant). All feedback from these two (2) groups will be compiled and organized into generalized themes, and each revision to the draft ordinance will reference the documented feedback.

The final product for Task 5 will be a rewritten Tree Ordinance and public education/outreach plan. The ordinance must be written in a way the general public will be able to understand, implementable and based on sound professional judgment and technical analysis, and adoptable taking into consideration the potential concerns that may arise from stakeholders. The Consultant will develop at least four (4) visually rich and extremely reader-friendly fact sheets that incorporate non-textual ways to communicate information, including infographics. The Consultant will develop draft and final infographics in InDesign/Adobe Creative Suite and using the style guide.

Deliverables:

- Summary of feedback from the community engagement process and the changes to the ordinance resulting from this feedback
- All draft and final infographics
- Rewritten Tree Ordinance for the City of Atlanta in MS Word including all graphics in high-resolution JPEG format