

EXHIBIT A
SCOPE OF SERVICES

North Avondale Plan

Contractor will work directly with the City's Department of City Planning and Engagement to complete a neighborhood plan for North Avondale (the "Plan"). Contractor will be responsible for designing a planning process that will result in a complete neighborhood plan, which shall be ready for review and approval by the City Planning Commission and City Council within one year from Plan kickoff. Contractor's work shall include, but may not be limited to:

- Design and execution of process;
- Facilitation and management of the Steering Committee;
- All preliminary research including existing conditions analysis;
- Facilitation of public engagement process;
- Development and vetting of goals, strategies, and action steps that are consistent with Plan Cincinnati (2012);
- Prioritization;
- Plan writing; and
- Document layout.

Contractor will also be expected to attend Community Council, City Planning Commission and City Council meeting(s) as requested by the City, and participate in Plan presentations as requested by the City. Contractor will be responsible for making any final edits and changes and delivering a final Plan document in an original digital format agreed upon by the Contractor and the Department of City Planning and Engagement.

PHASE 1: REVIEW ANALYSIS

In Phase 1, the Contractor will analyze and compile the data necessary and/or requested by the City. Phase 1 shall include, but may not be limited to, the following components:

Planning Process Kickoff

Contractor will start the planning process by meeting with the residents, business owners, and/or property owners who have been selected by the City and Community to represent a cross section of the community's stakeholders (the "Steering Committee"), and which will provide input and advice to assist Contractor with the creation of the Plan. In cooperation with the Steering Committee, Contractor will establish preliminary goals and/or review previously stated goals. Contractor will review and refine the timeline for the planning process as well as any variations to the typical process outlined below. Contractor shall continue to meet with the Steering Committee at least monthly or as otherwise requested by the City throughout the planning process.

Contractor will gather necessary and readily available data from the city and/or community leadership, as well as any additional data as requested or provided by the City, to further review and hone the analysis and engagement process. Such data may include but not limited to:

- Previous plans and studies, including the following:
 - Historic documents
 - Traffic studies
 - Prior neighborhood plans
 - Other plans and studies as requested by the City
- Current Regulations and Plans, including the following:
 - Plan Cincinnati (2012)
 - Cincinnati Land Development Regulations
 - Municipal Code of Ordinances
 - General Law and Codes
 - Parking Studies
 - Long Range Planning Documents
 - Economic Development Plans
 - Open Space Plans
 - Other documents as requested by the City
- Survey Existing Conditions, including but not limited to the following:
 - Census data
 - Demographics
 - Mapping / zoning / land use data
 - Landmarks
 - Physical characteristics
 - Other conditions as requested by the City
- Information obtained in meetings with the Community Council, other key stakeholders, and City staff.

The data collected during this review phase will aid Contractor in validating the Plan and/or uncovering additional findings.

Workshop Series #1: Stakeholder Sessions

Contractor will participate in a series of stakeholder drill-down sessions coordinated with City of Cincinnati Planning and Engagement staff to gather input from the interested parties. This input will be critical to the neighborhood long-range plan. Meetings will be open to the general public, if required, but the preferred size of each stakeholder group meeting will be approximately 10 people. Contractor has preliminarily identified the following groups, although additional groups may be identified by the City:

- Project Steering Committee
- Elected Officials
- Neighborhood Residents
- Community Council
- Police Department
- Real Estate Professionals
- Business Owners
- Relevant City Departments
- Other Government Officials

- School Officials
- Local and Regional Economic Development Entities
- Other Key Stakeholder Groups

Online Engagement: In addition to in-person stakeholder sessions, Contractor will develop and make available an online system to capture input from additional stakeholders. Online surveys have proven to be a useful tool for our team in the past, allowing broader engagement from those who are unable to attend meetings.

Phase 1 Deliverables: Following satisfactory completion of the components described above, Phase 1 will result in the Contractor's development and presentation to the City of an existing conditions report and preliminary market analysis. At the City's discretion, Contractor may also be asked to conduct an income tax analysis, property tax analysis, retail analysis, and examine market trends and conditions.

PHASE 2: DEVELOPMENT OF BIG IDEAS

In Phase 2, Contractor will take the qualitative and quantitative data gathered from Phase 1 and begin developing plans and strategies around the results of engagement, data collection, and ideation established up to that point. Phase 2 will include the big ideas and preliminary policies and programs as well as potential visions for potential redevelopment sites.

Refine Goals and Develop Vision

Contractor will use the input received from engagement sessions and the data gathered to establish a preliminary vision for the North Avondale neighborhood. These will include goals for current and future land use, neighborhood character, transportation, placemaking, public spaces, filling amenity gaps, and policy and program ideas.

Redevelopment and Placemaking

Contractor's development plan will address the needs of the neighborhood, as identified in Phase 1 or by the City. Contractor will also identify appropriate sites and potential uses for them. Contractor will recommend zoning, design, and other appropriate guidance, as requested by the City, that can help ensure any potential new development remains within the character of the goals outlined by the City and community. Recommendations from this phase will be evaluated to appropriate feasibility. Contractor will also pinpoint placemaking opportunities and strategies that celebrate the unique history and personality of the North Avondale neighborhood.

Workshop Series #2: Open House

The planning team will present a preliminary set of recommendations to the community through an open house format workshop where participants provide feedback through discussion and written survey on Plan ideas and community goals and objectives. This workshop will provide the planning team with an opportunity to get critical input for the ideas developed thus far. Contractor shall develop and make available an online component of Workshop Series #2, which may be live and/or available after the workshop, as requested by the City, so community members will have multiple channels through which they can give feedback.

Phase 2 Deliverables: Following satisfactory completion of the components described above, Phase 2 will result in the Contractor's development of and presentation to the City of an economic strategy for each of the redevelopment areas identified by the City and Community, including but not limited to the Reading Road corridor, with special emphasis on the area around the intersections of Avondale Avenue, Paddock Road, and Debbie Lane.

PHASE 3: PLAN DEVELOPMENT

After collecting existing data on the market demographics, and stakeholder input on the plan's big ideas, Contractor will draft the conceptual long-range Plan document. The Plan will include potential action steps on future land use, transportation, and placemaking opportunities as well as case studies on successful peer communities, organizations, and programs. At the City's request, the Plan may also contain conceptual plans for key sites and areas, particularly the area around the Reading Road and Paddock Road intersection. The Plan will identify potential funding mechanisms and strategies for implementation. Feedback from stakeholders and the Steering Committee will be critical to ensure that the final Plan balances community desires and market realities.

Workshop Series #3: Presentation of Plan

After the plan is in a 90% draft form, the Urban Fast Forward team will present the draft plan to the Steering Committee and to other stakeholders for feedback. Those stakeholders may include City Planning and Engagement, Department of Transportation and Engineering, Department of Community and Economic Development, and other stakeholders as requested by the City.

Phase 3 Deliverables: Following satisfactory completion of the components described above, the near-final North Avondale Neighborhood Plan will be made available to the City electronically in Adobe Acrobat PDF format or other format requested by the City and will include, but may not be limited to, the following items:

1. Evaluation of Current Conditions and Trends
 - a. Analysis of economic conditions, demographics, market trends and opportunities, situating the pertinent neighborhood within the city and region
 - b. Analysis of the neighborhoods market metrics and other cost factors compared to regional competitors
 - c. SWOT analysis of the existing economic base(s) and potential future market focuses
 - d. Analysis of other differentiation factors
 - e. Analysis of interjurisdictional opportunities
 - f. Review of first phase public engagement feedback

2. Conceptual Neighborhood Plan
 - a. Neighborhood action plans
 - b. Business District Analysis:
 - i. A market analysis of the existing North Avondale Commercial Corridor within 500 feet of the intersection of Reading and Paddock Roads to assess needs, gaps and potential futures of commercial activity in this area.

- ii. Additional focus on Seasongood Park and Mitchell Triangle with recommendations on how to better reactivate civic space and tie into a potential business district node.
 - c. Transportation and Corridor Plan
 - i. Recommended implementation incorporating transit
 - ii. Potential reconfiguration of intersections for pedestrian safety with a focus in NBD corridor.
 - iii. Bicycle-safe connections
 - iv. Pedestrian Safety
 - d. Special area plan for the area around the intersection of Reading Road and Paddock Road, showing potential development
 - e. Case studies of peer communities, organizations, and programs
 - f. Potential funding mechanisms and tools
3. Implementation Plan:
- a. Goals and strategies for meeting the neighborhood’s vision outlined in the Plan, including but not limited to transportation, economic, safety, recreation, creating a business district, and other items requested by the City.
 - b. The implementation plan should also include priorities, timelines, and recommendations regarding Plan execution and leadership of these initiatives.

PHASE 4: PLAN FINALIZATION AND PRESENTATION

Contractor shall work with the City, the Steering Committee and other stakeholders to finalize the Plan. Once all final adjustments have been made to the Plan to the City’s satisfaction, and in coordination with the Department of City Planning and Engagement staff, Contractor will present the final Plan to the City Planning Commission, City Council, and other stakeholders as requested by the City. Contractor shall be available at such meetings to answer questions posed by these stakeholders.

Phase 4 Deliverables: The Plan will be finalized and presented to stakeholders as requested by the City. All final documentation shall be provided to the City in Adobe Acrobat PDF format or other format requested by the City.