

City of Santa Barbara State Street Master Plan

19 July 2022

SCOPE OF SERVICES

This SOW based on a scope of work to be completed at the end of 2023 to early 2024 (16 to 18 months). A longer schedule will require fee adjustment for ongoing project management and tasks.

Notes:

- Unless otherwise noted below, review of draft materials includes one round of City review in one set of consolidated comments with updates by MIG.
- Timeline for deliverables is based upon approval of the project contract in July 2022 and work beginning the first week of August – August 2022 is Month 1 of the project.

TASK 1: PUBLIC ENGAGEMENT AND OUTREACH (AND PROJECT MANAGEMENT)

MIG will ensure that public outreach and engagement will work hand-in-hand with project management throughout the entire project. This will help ensure a consistent process that builds consensus toward the final State Street Master Plan (SSMP). Prior to the Kick-off meeting, MIG will coordinate with City staff for attendance, site touring, stakeholder groups, and other kick-off logistics.

1.1 Project Kick-off

The project kick-off will ensure that the consultant and City Project Team and advisors have a shared understanding of the context in which the Plan will be developed. Through multiple individual sessions with various stakeholder groups, the kick-off will establish team and project communications, processes, and protocols; confirm the project area boundary and context; finalize the community engagement plan; meet, begin visioning exercises, and receive initial input from key internal and external stakeholders, including the SSAC; and refine the strategy for developing the overall project brand, identity and communications strategy. The MIG Team (along with City project team) will individually meet with key City project staff, State Street Advisory Committee (SSAC), City Departments as appropriate (e.g., Public Works; at a staff/director level to be determined by City project staff), and stakeholders (as available and applicable) to confirm the planning process and begin informing plan development, which includes the following elements:

Meeting with City Project Team (up to three 1-hour meetings)

- Refine scope tasks, objectives, and deliverables
- Refine schedule
- Refine roles/responsibilities of the consultant and client teams, SSAC, decision-makers, etc.
- Confirm data needs to be provided by the City (GIS, infrastructure plans, etc.)
- Discuss overall community survey framework
- Discuss overall identity/branding and communications strategy
- Community Engagement Plan (CEP) - MIG will bring a draft of the Community Engagement Plan to the Kick-off meeting, which will be finalized with City staff. This document will identify key

audiences and outline goals, strategies, tools and methods to be used throughout the project. Following Task 1.1, the CEP will be updated to detail the approach for the project, including promotional strategies, roles and responsibilities and outcomes for each Meeting Window. The CEP will identify any opportunities to dovetail with and other planning processes or Downtown events. Critical to the overall CEP will be a focused, intentional strategy to engage those community members who are not traditionally engaged. The CEP provides a matrix for roles and responsibilities for both MIG (and sub-consultants) and the City for each engagement task/typology.

Tour and audit the project area focusing on (approximately six hours):

- Existing land uses and businesses, including emerging uses on the State Street temporary design condition
- Social and economic conditions
- Potential development opportunities
- Street/transportation infrastructure – curb conditions, landscape condition, street profile
- Photo-document planning area and site conditions

Meet with City Departments (up to 3 1-hour meetings):

- Discuss the status of concurrent planning efforts and identify projects to review
- Key physical/policy opportunities and constraints
- Brainstorming of aspirational and fundamental design concepts
- Vision and goals of the project
- Confirm data needs to be provided by the City (GIS, infrastructure plans, etc.)

Meet with City Councilmembers (up to 3 1-hour meetings)

- Discuss the status of current State Street operations
- Vision and goals for project

Meet with Stakeholders (see task 1.5)

Meet with SSAC (see task 7.1)

STAFF AND DELIVERABLES

- *Up to six people from MIG team will attend*
- *Overall Kick-off schedule (Project team meeting, site tour, etc.)*
- *Agenda for discussion topics for individual meetings*
- *One PPT for project introduction (team, tentative schedule, etc.) used for all meetings*
- *Notes and photographs from Downtown Tour*
- *MIG Request for information (RFI) from City staff*
- *Draft project branding, identity, and messaging strategy*
- *Draft and Final Community Engagement Plan, finalized after kick-off*
- *Summary of key take-a-ways and action items from individual meetings*
- *Timeline:*
 - *Draft materials for use during Kick-off completed will be completed for Kick-off.*

- *Final and summary of Kick-off materials completed by Month #2 (September 2022).*

1.2 Project Coordination

MIG will provide ongoing project management to ensure the project is delivered on time and on budget. This task includes ongoing, ad hoc e-mail and phone communication as well as a biweekly meetings between the Project Managers for MIG and the City (PMT). The majority of meetings will only include up to two MIG staff, but some meetings can include discipline leads, sub-consultants, and other team members as needed.

MIG will prepare brief agendas for each call, as well as summary e-mails highlighting action items and next steps. These meetings will also be used to prepare for and debrief from Meeting Windows. This task includes project set-up, close-out and monthly invoicing and progress reports, and it assumes up to an 18-month schedule.

DELIVERABLES

- *Agenda by email prior to bi-weekly meeting*
- *Follow-up email of action items and next steps*
- *MIG invoice of previous month services due to the City by the 10th business day of the following month*
- *Timeline: Deliverables will be completed on-going during the duration of the contract period.*

1.3 Public Meetings and Community Events (15 individual events in 5 Meeting Windows)

In this task, MIG will develop and deploy a suite of community engagement activities for both in-person and online engagement throughout the project. Our intention is to maximize in-person engagement and provide a tested balance for the timing and number of engagement events to keep the public interested and minimize planning fatigue. Therefore, we propose grouping multiple in-person community events at five (5) key Meeting Windows. The specific approach to in-person community meetings will be confirmed with City staff during kick-off, as well as determine if additional virtual presentations to the community would be beneficial. Additionally, while concentrating meetings provides flexibility for moving Meeting Windows to respond to COVID-19 surges, MIG has extensive experience modifying events from in-person to virtual events as necessary while keeping projects on-track during the past two years.

Each Meeting Window is proposed to include three engagement typologies that will occur at different days and/or times in order to reach the widest possible audience and gain a variety of feedback. For example, engagement could consist of public meetings, workshops, community events, idea labs, and/or pop-up events. The scope of work assumes a public meeting, workshop, and community event during each meeting window. A community event can consist of an idea lab or pop-up event in place of a general community event. Public meetings will generally be informationally focused, summarizing feedback, project updates, design/implementation concepts, and Q/A. Workshops would be interactive sessions that typically include small, MIG facilitated activities such as establishing design priorities, creating a streetscape design concept, participating in design charrettes and/or having group brainstorm

discussions. Community events try to leverage existing events, providing booths, printed posters, and other physical materials to communicate design concepts and encourage one-on-one conversations. Other options for community engagement include converting a community workshop or public meeting during one of the meeting windows into an Idea Lab or Pop-Up Event. If an Idea Lab or Pop-Up Event is included in addition to a community workshop or public meeting (rather than in place of), they will be added on as an optional task.

An example of an Idea Lab is for the City to secure a physical space on the corridor within the project area, such as a vacant storefront or curb space in front a vacant building, to maintain a regular presence and a drop-in location where community members can get information and give feedback. City staff could occupy the Idea Lab on a periodic basis to provide an informal “Open House” opportunity for residents and stakeholders to 1) share input on community goals related to the corridor and topics of their interest, 2) to discuss ideas and priorities for physical improvements to the corridor, and 3) learn about the development of design concepts. The Idea Lab provides a convenient opportunity for community members to have both one-on-one and group conversations with City staff.

A pop-up event could be held at highly visible locations along State Street as interactive ways to provide proposed design concept and receive feedback. The pop-up events are proposed be held in conjunction with other existing Santa Barbara events or proposed State Street community meetings and include booths, tactical urbanism designs, games for youth, and other activities.

As much as possible for all engagement typologies, MIG proposes to move away from traditional meeting formats and locations and would instead conduct events on State Street and in formats that include catering to residents unable to attend lengthy in-person sessions. All meeting windows are organized to 1) present emerging ideas and design concepts and 2) confirm/finalize previous emerging ideas and concepts.

Key topics to present, discuss, and gain feedback at each Meeting Window are outlined below. The initial ideas below are for community events, and MIG anticipates specific elements to be refined and confirmed in the CEP.

Meeting Window #1 – Project Initiation / Emerging Vision

The activities in this first series will build on topics completed during project kick-off. It will include presenting the project timeline, community engagement plan, and project scope; presenting Downtown tour observations; gaining feedback on and developing vision, goals, and objectives; and exercises to document existing conditions and aspirations. Launch community survey #1.

Meeting Window #2 – Affirm Emerging Vision, and Existing Conditions Analysis / Emerging Urban Design Framework

Presenting key takeaways from existing conditions analysis, technical studies, and vision/goals from first Meeting Window; exercises for initial ideas for overall urban design framework to test with the community. Presentation of online community survey #1.

- Includes design charrette between MIG and City (up to 2 hours) for urban design framework.

Meeting Window #3 – Affirm Urban Design Framework / Emerging Block-level Design Concepts

Presenting the preferred Urban Design Framework. Sharing initial (emerging) urban design concepts. Exercises for community to provide input on design ideas and programs per block; exercises for community to design their own detailed streetscape concepts and programming ideas. Launch community survey #2.

- Includes design charrette between MIG and City (up to 2 hours) for urban design concepts.

Meeting Window #4 – Affirm Block-level Design Concepts / Emerging Implementation and Phasing

Presenting preferred urban design concepts (by block). Sharing initial implementation plan elements (phasing, programming, cost estimates, etc.); presentation of community survey #2. Exercises to get feedback and continue building consensus and buy-in on preferred concepts; exercises to create implementation strategies and values; on-street events showcasing urban design concepts.

- Includes design charrette between MIG and City (up to 2 hours) for preferred urban design concept and implementation strategies.

Meeting Window #5 – Affirm Draft Plan

Presenting the Draft Master Plan, including: preferred urban design concepts, preferred implementation plan; presenting summary of community feedback and surveys; exercises for feedback on implementation strategies; on-street events showcasing urban design concepts; laying the groundwork to create project champions

STAFF AND DELIVERABLES

- Up to 3 MIG staff for each Meeting Window
- Draft of all engagement materials presented to the public or used for workshop exercises for one round of review by the City and updates
- Approximately five presentation boards (36" x 48") or similar material per meeting window
- One draft and final PPT for presentation for project updates and presentation of new materials
- Meeting support materials: sign-in sheets, agendas
- Written summary for each Meeting Window submitted within two calendar weeks following completion of meeting window
- *Timeline:*
 - *Meeting Window #1 - October 2022*
 - *Meeting Window #2 - January 2023*
 - *Meeting Window #3 - April 2023*
 - *Meeting Window #4 – July 2023*
 - *Meeting Window #5 – October 2023*

1.4 Online Tools for Engagement

MIG will use online engagement as a parallel tool to Task 1.3. The Draft Community Engagement Plan (CEP) includes additional details of roles and responsibilities for the MIG Team, City, and other partners for individual tasks and tools.

Existing City Project Website - As a one-stop shop for all online tools and information related to the project, MIG proposes to assist the City with continued development of the existing project website (SantabarbaraCA.gov/ssmp). The website will be regularly updated by the City with content developed during the planning processes and recommended approach from MIG. The website will provide updated project information, past presentations and workshop outcomes, videos and contact opportunities, as well as feature online engagement tools like the community survey and virtual 3D walkthrough tools developed in Task 3.8. MIG assumes the City will continue to own and update the website, but MIG will provide advice on how to refine the website to be consistent with the identity, brand, and communications strategy. The communications strategy will also provide recommendations for ongoing updates – e.g., how often to post and what types of content to include. Based on the preferred brand/identity. MIG would help update the website graphics and content. The City will take responsibility of updating the website with project content developed by the MIG team, as well as content developed by the City (e.g., narrative text for webpages).

Community Survey - To gather input from the community in an interactive and geographically precise way, MIG will utilize Maptionnaire, a web-based service that replicates workshop activities. MIG will provide questionnaire design, execution, data analysis and summarization of results. The design of the customized interactive mapping tool begins with a brainstorming session with question design and mapping experts on the MIG team. The draft tool will be provided in the Maptionnaire platform (online) to show the full functionality of the tool. A guided walk-through, internal review and comment period will conclude with one set of consolidated comments from project staff. One round of revisions to the draft tool will be completed by MIG. When launched, MIG will provide a link to feature on websites, in social media posts and email messages. The Maptionnaire service includes six months of development and data collection time for each instance of the survey, with additional months available for a monthly fee. During the active data collection time, MIG will update the project team on the number of results bi-weekly. Updated results will also be reported for each Meeting Window within the survey. Following the end of the data collection period, MIG will analyze and summarize the data utilizing charts, tables and maps as appropriate to document the type of information collected. This summary will be provided as a draft (PDF file) to the project team for review and one set of edits will occur based on consolidated comments. The final summary will also be provided as a PDF file. At the completion of this task, the client will also be provided a full export of the geographic and tabular data (compatible with ArcGIS and open source GEOJSON formats) for future use. Maptionnaire surveys will be developed in English and Spanish, as well as print versions that can be completed during meeting windows.

The first survey will take place during Task 2 (across the first and second Meeting Windows) and collect information on: overall vision and goals; Downtown assets, challenges, and opportunities by block; and emerging urban design framework of streetscape improvements.

The second survey will be completed during tasks 3 and 4 (across the third and fourth Meeting Windows) to gain feedback on urban design concepts and implementation strategies. Specific parts of the framework and concepts could include: different priority of projects urban design and multi-modal circulation concepts, intensity, and types of open spaces or streetscape improvements that can be incorporated into the Plan maps, as well as qualitative data that will inform the Plan development.

In addition to the City's project website and social media, MIG will coordinate with the City to promote tools to send to partners for broad distribution. Surveys can easily be completed on iPads or mobile

devices which provides additional opportunities for community input throughout the project during in-person events.

Virtual Meetings – As an alternative to in-person meetings and workshops, MIG will provide up to one virtual public engagement meeting via Zoom touchpoint during each of the five meeting windows to engage interested parties in a digital format. This will occur at varying times of the day as a quick engagement option to reach the broadest audience. These meetings would provide project information, design updates, and opportunities for feedback that are provided during in-person meeting window events. The intention is that the community has the ability to engage with whatever topics/questions were covered in the in-person workshop for each meeting window.

Social Media – MIG will advise the city with designing and implementing a social media campaign to promote the State Street Master Plan. Through discussions with the city, MIG will make recommendations for the best social media platforms that will reach the widest range of audiences. MIG will provide direction on the social media handles to ensure consistency across the platforms, and a set of hashtags to be used throughout the campaign. This task assumes the City will be responsible for setting up and posting project content and updates to all social media platforms. MIG will consult on initial setup of social media accounts to be consistent with the branding/identity and communications strategy. MIG will provide tools for the city to manage the social media accounts. This will include a calendar template for city staff to plan upcoming posts and recommendations for windows for promoting major milestones. MIG will provide JPEG versions of graphics developed for other planning Tasks.

DELIVERABLES

- *Project website graphics and content*
- *Social media strategy recommendations and tools (e.g., social media handles, hashtags, calendar tools)*
- *Up to two Maptionnaire surveys with public comments, analysis, and summary. This will include two surveys with analysis and summary. One round of survey review by City and MIG updates before publication. English and Spanish versions of the survey. Maptionnaire surveys will provide five content updates to align with meeting windows.*
- *As a substitute for an in-person meeting during a Meeting Window (Task 1.3), MIG will conduct a virtual meeting*
- *Timeline: Deliverables will be completed on-going during the duration of the contract period.*

1.5 Business, Property Owner, and Stakeholder Outreach

MIG will include an engagement strategy specifically for businesses owners, property owners, and key stakeholders who may not be able to participate in other engagement opportunities. Stakeholders could include developers, design professionals, neighborhood/advocacy group leaders, and others. These stakeholders will be identified and confirmed during project kick-off with City staff, as well as updated throughout the project as identified. We will work with the City to confirm meeting format (individual and/or focus groups) and propose to meet with groups two times during the project in-person and/or virtually. The first round of stakeholder focus groups will occur during the kick-off event and/or during Meeting Window 1 and will seek to understand existing conditions; assets, opportunities, and

challenges; feedback on temporary design condition; and future vision. The second round of focus groups will occur during Meeting Windows 3 and/or 4 and will seek to have in-depth discussion on urban design concepts; how concepts meet/don't meet expressed needs and expectations; and strategies for building consensus around preferred concepts.

STAFF AND DELIVERABLES

- *Up to two members of the consultant team at each focus group*
- *Up to six 1-hour focus groups with business, property, and stakeholder groups that would meet two times throughout the project (12 total)*
- *Up to six hours on individual phone calls with key stakeholders*
- *One memo (up to 4 pages) for each round of focus groups providing high-level summary of key take-a-ways and influence upon development of plan/concepts*
- *Timeline: Deliverables will be completed on-going during the duration of the contract period.*

1.6 Citywide and Underrepresented Groups

While Task 1.5 focuses on stakeholder groups directly tied to State Street and are traditionally well-represented during the planning process, Task 1.6 will focus on those who are not typically included in a stakeholder process and are still vital to the development of a future Downtown accessible to and useable for everyone. Examples of these groups include behind-the-scenes (essential) workers, non-English speakers, street vendors, first-time/new business owners, youth (particularly local high school and colleges), area businesses that have relationships with Downtown businesses (e.g., farmers) and persons who are homeless and their advocates. We will organize focus groups that are representative of these groups.

A key component of this task is partnering with local community-based organizations (CBO) to assist with identification of stakeholders, formation of representative groups, contact and scheduling, on-going communications, participation in focus groups/listening sessions, as well as capacity building for the CBO. MIG has budgeted up to \$15,000 that will be used for the identified CBO participation time. The CBO will become an ambassador for the State Street Master Plan with their community. MIG will work with the City to identify and confirm the number of CBO partners. The Santa Barbara Promotores Network is one example of a CBO that would support engagement efforts. MIG will work directly with one CBO and provide support for other CBOs the City would like to partner with by refining materials that have been developed to work with MIG's CBO partner.

Similar to Task 1.5, we will organize this task into focus groups/listening sessions that will be engaged at multiple times throughout the project. The first two rounds of focus groups/listening sessions are anticipated to occur during Meeting Windows 1 / 2 and Meeting Windows 3 / 4 with the same purpose as task 1.5. MIG and local CBO partner(s) will both participate during the first two rounds of focus groups. Task 1.6 proposes a third round of focus groups near the completion of the project that will be hosted only by the local CBO(s). This will provide an opportunity for the local CBO(s) to apply the tools developed during the project to coordinate, facilitate, and report on the outcomes of the focus group.

STAFF AND DELIVERABLES

- *Up to 2 MIG staff at each focus group/listening session*

- *Up to eight 1-hour focus groups/listening sessions that meet two times throughout the project (16 total) attended by both MIG and confirmed CBO for each underrepresented group (e.g., Promotores)*
- *CBO will attend one additional round of up to eight 1-hour focus groups after approval of the Public Draft Plan*
- *Work with CBO to support them becoming ambassadors for the Master Plan in the community they represent.*
- *Timeline: Deliverables will be completed on-going during the duration of the contract period.*

1.7 Branding, Identity, and Communication Strategy

The MIG communications team will develop an outline for developing a project brand, identity, and project messaging strategy to inform discussions during project kick-off with the City and SSAC.

Following confirmation of an approach, MIG will develop a unique logo, brand, and logo/brand guidelines for the State Street Master Plan. MIG anticipates working with the City to develop up to three concepts for a project logo. Concepts will be shared with the City for selection of a preferred logo. MIG would make one round of updates to the project logo. MIG assumes logo development is completed only with consultant team and City. The logo and brand guidelines will be formatted onto one 11x17 sheet and provide details on how the logo can be adapted for events and various formats.

The project communications strategy will be integrated within the CEP and completed for the first Meeting Window. The communications strategy will cover all engagement mediums including project website, social media, in-person events, and walkthrough video. It will include key branding elements about State Street and the context in which the Plan is taking place. Messages will articulate why the Plan is critical to move Downtown forward and how it will benefit the entire Santa Barbara community. The communications strategy will address topics such as how often to post and what types of content to include for identified project tools like updating the City website and social media accounts. These messages can be updated and refined for use by the project team in a variety of communication methods and outreach exercises throughout the project duration.

As the project progresses, MIG will develop designs for a suite of promotional materials such as shirts, decal stickers, art/event posters, etc. (i.e., collateral material) that will be finalized with the City during the planning process. MIG will provide the electronic files adapting the logo and project brand into up to four collateral materials. Finally, MIG can develop up to three unique (not technical planning materials like maps) graphics tailored for social media use. MIG assumes each of these elements will receive one round of review from the City and updates from MIG. Collateral materials only include cost for producing digital templates, it does not include cost of production.

STAFF AND DELIVERABLES

- *3 logo concepts with selection of preferred concept by City*
- *One round of updates to preferred logo concept*
- *Brand development questionnaire for City*
- *Logo and brand guidelines (one 11x17 sheet)*
- *Communications Strategy incorporated into the CEP with one round of review and updates (identify audiences, themes and messaging for audiences, recommended outreach methods)*

- *Design of up to four types of collateral materials (e.g., street banner, sticker, tee-shirt, PPT template) with one round of city review and updates – does not include production costs*
- *Design of up to three digital graphics for social media*
- *Timeline: Final deliverable by Month #4 (November 2022). Interim deliverables to be provided as indicated on the appended timeline.*

TASK 2: RESEARCH AND ANALYSIS OF EXISTING CONDITIONS

Overall, Task 2 will focus on documenting existing conditions of individual disciplines. Task 3 will develop concepts for overall urban design concepts, including concepts for individual disciplines. Task 6 develops the final technical study documents, chapters for the SSMP, and narrative that explains the link between existing conditions and proposed designs, Tasks 2 and 3, respectively.

In Task 2, the MIG Team will focus on gathering the community’s vision and goals for the future, as well as documenting existing conditions and trends specifically for: mobility and streetscape design; infrastructure, utilities and renewable energy production/distribution; land uses, business trends, housing potential and development opportunities; demographics and social inclusivity; sustainability, resiliency, and open spaces; and other key inputs for the Urban Design Framework and Implementation Plans. The graphics developed are envisioned as a key tool to be used for subsequent engagement events, social media postings, inclusion in the Admin, Public, and Final Reports, as well as design charrettes.

2.1 Review of Background Materials

The project team will review existing plans for relevant policies, design guidance, and potential project ideas. At a minimum, plans to be reviewed include (Fehr and Peers will review up to five documents as determined as the most relevant by the project team and City):

- City’s General Plan and Local Coastal Plan
- Climate Action Plan
- Santa Barbara Design Standards
- El Pueblo Viejo Design Guidelines
- Santa Barbara Pedestrian Master Plan
- Santa Barbara Bicycle Master Plan
- Santa Barbara Vision Zero Strategy 2030
- Lighting/landscape guidelines
- Guide to Operating a Business on the Temporary State Street Promenade
- Santa Barbara’s Economic Development Plan
- AIA Santa Barbara 2020 Design Charrette
- Santa Barbara Recommendations for Downtown Revitalization, July 2019, Prepared by Kosmont Companies

MIG and Strategic Economics will review downtown economic conditions based on existing published data sources such as the Longitudinal Employer-Household Dynamics (LEHD) data from the census bureau, sales tax data (although this may be provided without the confidential sales information), the

Costar commercial real estate database and other city data as available such as business license. Data from these sources will be calibrated using input from interviews with local real estate brokers, property owners, and housing advocates (e.g. the Housing Authority).

Armed with this base information, the project team will meet with City staff, SSAC, local developers, architects, and/or community members to connect initial findings from existing plans and policies with the current realities on the ground. These meetings will be especially important for identifying details impacting urban design analysis such as underutilized sites, vacancies, unique development constraints, as well as the successful activities emerged from the State Street temporary design condition. These discussions will also inform appropriate communities as part of a literature review and case studies regarding the future of small-town downtowns from around the country. To the extent possible, the case studies will be selected to include communities that have a similar demographic and economic profile to Santa Barbara. MIG team will provide narrative discussions of key economic findings, a summary of findings from the informational interviews, and a discussion of the case study communities.

DELIVERABLES

- *Brief memo describing review of documents completed and key findings from each document, data source, interviews, etc.*
- *Meet with stakeholder focus groups (as part of task 1.5)*
- *PDF of literature review and case studies*
- *Strategic Economics will prepare a concise power point presentation to present the key findings and implications to the SSAC*
- *Timeline: Final deliverable by Month #4 (November 2022). Interim deliverables to be provided as indicated on the appended timeline.*

2.2 Existing Conditions Analysis

The existing conditions analysis is a graphic-based analysis, across all disciplines, and provides the foundation for an urban design framework. For the kick-off meeting, MIG will prepare a Draft Request for Information (RFI) for City staff to be confirmed for available GIS data, infrastructure/utility plans and conditions, parking data, as well as relevant policy and planning documents. The project team will collect and review available GIS data and plans of infrastructure and utilities (provided by the City or Utility companies) to develop a consolidated infrastructure base map, existing conditions maps for different disciplines, and create a consistent template for maps documenting land use, zoning, building footprints, circulation and open spaces and other conditions.

MIG assumes the following list of existing conditions is representative of data that could be provided by the City:

- GIS shapefiles found on MAPS (Mapping Analysis Printing System)
- Other GIS shapefiles from Public Works such as: street trees, sidewalks, missing access ramps, streetlights, centerlines, etc.
- Parking reports for Downtown parking lots and structures
- Traffic models based on up to three proposed street closure/opening concepts developed by the project team that include difference plots that show the change in the roadway network relative to the existing volumes.

MIG will develop maps of existing conditions by utilizing GIS, AutoCAD, and Adobe Illustrator. MIG integrates information across all three platforms in developing final analysis graphics. Generally, GIS is utilized for compiling data and analysis with Illustrator used for final graphic presentation. Finished graphics will be shared as PDF/JPEG with the City and MIG will be able to share any shapefiles created or modified during the project with the City. Initial documentation of existing conditions analysis will be presented during Meeting Window #2.

Following the second Meeting Window and with the first survey results (Task 1.5), MIG will develop a concise and highly-graphic summary of Downtown’s existing conditions and preliminary community input. The Summary will connect the findings to the kick-off SWOT analysis and other visioning exercises. We will also visualize the economic characteristics of the downtown area and surrounding neighborhoods to establish the basis to inform the team’s design strategies and investment recommendations.

DELIVERABLES

- *Area wide base map (e.g., streets, buildings, open spaces) in GIS / AutoCAD / Illustrator with PDF/JPEG exports*
- *Portfolio of existing conditions maps, diagrams, and infographics consolidated into PPT/PDF*
 - *Up to 10 maps of the project area documenting individual existing conditions (e.g., street trees, pedestrian crossings, etc.)*
 - *Diagrams/infographics documenting key demographic conditions, initial survey feedback, initial Maptionnaire feedback, and input from community meeting*
 - *Tables, charts, graphs, and other visualizations as appropriate of economic data (combined with Task 2.1)*
- *Brief Economic Analysis Memo*
- *Timeline: Final deliverable by Month #7 (February 2023). Interim deliverables to be provided as indicated on the appended timeline.*

2.3 Technical Study: Multi-modal Circulation

The Project Team will begin a technical study for transportation, circulation, and parking in Task 2.3. The study will focus on documenting conditions that will enable a multi-modal circulation strategy as related to the community’s vision for the future of State Street and how it can better serve residents, businesses, and visitors. Overall, it will focus on identification of opportunities and constraints for enhancing multi-modal circulation and the experience of users, beginning with the most vulnerable users, and layering additional modes. Of particular importance is evaluating data through the lens of connections between Downtown and the surrounding communities. Topics to be inventoried, documented, and diagrammed along State Street, Chapala Street, Anacapa Street, and cross streets include:

- Map existing and proposed key elements of the multi-modal circulation network, based on availability of data from the City, such as:
 - Bicycle facilities
 - Bicycle parking
 - Marked crossings
 - Intersection traffic control

- Transit stops and routes, particularly the pre-COVID circulator shuttle (based on data received from MTD)
- Designated curb typologies (parking, vehicle/goods pick-up and drop-off, scooter/bike share, trash and commercial loading), and
- Paseos and courtyards
- A review collision analysis (specific timeframes to be determined through RFI during Kick-off) conducted for the Vision Zero Strategy and underlying the mapping on the City’s website, particularly within the study area and any summary analysis highlighting primary collision factors, preceding movements, and high injury locations,
- Review bicycle, pedestrian, and vehicle screen line data (or other available formats) to understand how multi-modal circulation has changed with the closure, and how new clusters of multi-modal activity can be accommodated or made more comfortable and safer.
- High-level qualitative discussion existing vehicular access for parking areas serving State Street.
- Review of available parking supply/demand data through working with City staff to obtain parking report data from the City’s Automated License Plate Reader (ALPR) that have been placed at public lots. We will rely on post-processed data from the City disaggregated by structure to estimate average hourly and peak hour parking demand within public lots/structures in the study area. We will also request the square footage of active uses in the study area to derive an estimate of existing parking demand per thousand square feet development.
- Future parking demand estimates will qualitatively consider several factors such as the mix of uses and strategies for reducing parking demand (such as transit circulation and active transportation).
- In addition to estimating average and peak parking demand, we will request that data be disaggregated by parking structure. This way we can also get a better understanding of the districts that have higher/lower demand.
- Qualitatively for area in general (not evaluation of specific locations), discuss the maintenance access needs and delivery/operations needs from a circulation standpoint to the State Street Promenade.

DELIVERABLES

- *Mobility narrative, images, and tables entered into PDF summarizing existing/planned multimodal facilities, review of plans, available data, multimodal corridor conditions, and identification of constraints and opportunities in the study area.*
- *Draft PDF of existing conditions*
- *Timeline: Final deliverable by Month #7 (February 2023). Interim deliverables to be provided as indicated on the appended timeline.*

2.4 Technical Study: Stormwater Management and Infrastructure

The technical study for stormwater will start during Task 2.4. It will focus on documentation of existing conditions of stormwater management infrastructure as well as their influence upon the feasibility of urban/street design strategies, particularly prohibitive street design approaches. The focus of the study will inform future thinking of design concepts.

For Drainage Studies it is assumed that the City will provide previous system studies which describe existing capacity, condition assessments and any planned or deferred replacements. MIG scope fees for this scope do not include condition assessments or hydrologic/hydraulic modeling of offsite/downstream systems. If requested by the City, MIG can prepare a proposal for these additional services.

Completion of Task 2.4 will share documentation of the existing conditions and high-level summary of implications for design concepts as a Draft PPT/PDF to the City. The final technical study for stormwater management and infrastructure will be completed during Task 6.1.

DELIVERABLES

- *Draft PDF of existing conditions– narrative, photographs, diagrams*
- *Timeline: Final deliverable by Month #7 (February 2023). Interim deliverables to be provided as indicated on the appended timeline.*

2.5 Technical Study: Utilities

Similar to the technical study for stormwater, the utilities study will begin during Task 2.5 and will help inform preferred urban design framework and concepts. Its content will focus on documentation of existing conditions, their influence upon urban/street design strategies, particularly prohibitive design concepts. MIG assumes it will receive water/wastewater and street light data from the City. MIG anticipates the ability to document electric, and telecommunication infrastructure based on data available from utility companies. MIG will assume assistance from City in coordination with utilities for as-built information.

For Utility Studies it is assumed that the City will provide previous system studies which describe existing capacity, condition assessments and any planned or deferred replacements. It is also assumed that the City will also provide a summary of any planned franchise utility replacements or extensions. MIG scope fees for this scope do not include franchise utility coordination, in-field utility locates or water or sewer capacity modeling. If requested by the City, MIG can prepare a proposal for these additional services.

Completion of Task 2.5 will share documentation of the existing conditions and high-level summary of implications for design concepts as a Draft PPT/PDF to the City. The final technical study for utilities will be completed during Task 6.1.

DELIVERABLES

- *Draft PDF of existing conditions– narrative, photographs, diagrams*
- *Timeline: Final deliverable by Month #7 (February 2023). Interim deliverables to be provided as indicated on the appended timeline.*

TASK 3: URBAN DESIGN FRAMEWORK

The Project Team will develop the Urban Design Framework Plan from the foundation of materials completed during Task 1 and 2 (i.e., existing conditions mapping and feedback from community survey #1). Successive design updates will solicit feedback from the city, stakeholders, and community through

an iterative process. Building upon successive updates to design concepts, the MIG Team will begin to develop key components of the Plan. While all topics that influence urban design have their individual approaches and detailed elements for consideration, it is the synergy of those disciplines that creates a framework. Following are some of the approaches and elements for consideration for each topic area, some of which are grouped together for efficiencies and the unique considerations of planning and design disciplines in Santa Barbara.

Task 3.1 focuses on the overall urban design framework for Downtown. Tasks 3.2 through 3.7 focus on developing the urban design concepts for each discipline and how they are integrated together. For each subtask, deliverables will include sketches of conceptual approaches during design charrettes, identification of preferred concepts/approaches within the project area, and examples of preferred concepts through precedent imagery or vignette drawings. Task 3.8 will develop the final visualizations, which includes the preferred concepts and approaches of key individual elements.

3.1 Transportation, Infrastructure, Circulation, Parking (Overall Mobility Framework)

Mobility is a critical starting point and catalyst for the Urban Design Framework. Movement is fundamental to experience and conceptual urban design alternatives will propose changes from the pre-COVID (and COVID) street conditions. Task 2 products will provide the first basis for high-level recommendations for pedestrian, bicycle, transit, vehicle, and parade/festival circulation including street segments for “closure,” to be “reopened,” as well as mixed conditions that allow/restrict vehicles. These recommendations will be dialed-up and -down with input from the other framework disciplines and engagement. Development of the overall urban design framework includes State Street, cross streets, as well as parallel streets Anacapa and Chapala.

Vehicular Circulation and Parking will be considered within a holistic network. Recommendations for specific street closures will be informed by traffic counts, business servicing logistics, emergency access, street maintenance, street/pedestrian lighting, community desires, and creating a coherent image of the city. With updated vehicular patterns and leveraging emerging technologies, curb management throughout Downtown will be a critical resource that needs a coordinated strategy. We will map and review existing designated curb spaces for pick-up/drop-off of people and goods, commercial loading, trash pick-up/drop-off, and opportunities to identify locations for designating areas that can accommodate mobility infrastructure and devices.

Vibrant urban areas are characterized by a variety of multi-modal activity and benefit from clarity to reduce conflicts. Part of a feedback loop with access and curb dedications, parking is considered through its full contribution to access and quality of the downtown environment. Encouraging a park-once strategy requires easy identification and access to destinations. Having established an existing demand rate for parking in Task 2.3, we will rely on estimates of future land use quantities (from the City and based on this planning process) for which the area would be expected to supply parking to accommodate the potential future parking demand associated with visitors, employees, and residents of the study area. Future parking demand estimates will qualitatively consider several factors such as the mix of uses and strategies for reducing parking demand (such as transit circulation and active transportation). This information to provide a high-level understanding of future potential parking supply and demand that account for changes in land use and travel patterns to, from, and within the study area based on available City data.

Pedestrian – The overarching pedestrian circulation strategy will leverage the policies, strategies, and project ideas from existing plans to further a Downtown that is most attractive to walking. Attractive pedestrian environments have a few fundamental components: access, safety and interest. Improving all three together covers a wide range of design considerations from review of collision analysis, public input on conflicts/solutions, wayfinding and streetscape enhancements, crossing treatments, modifying street layouts, leveraging the existing network of character-defining paseos, and other features such as shade that MIG will explore. Particular attention will be paid to streets such as Ortega Street, Carrillo Street, and Canon Perdido Street to address conflicts between people walking and driving in the area.

Bicycle (and all active transportation) circulation – provides a bridge between vehicles and pedestrians: vulnerable to vehicles, potential substitute for many vehicle trips, but can conflict with pedestrians. Our team will build upon prior planning work to develop a strategy for a low-stress bicycle network. Key to developing such a network is creating a balance between slower movement where travel is part of the experience and movement for commuting. Anacapa, Chapala, and cross streets are important corridors because of the direct access to destinations (e.g., Santa Barbara Transit Center) and understanding the behavior of Downtown as a whole and in relation to surrounding residential areas. Given the built-out nature of the local roadway network, it is anticipated that the conversion of travel and/or parking lanes may be required to gain the right-of-way needed for low stress bicycle facilities, but we will explore all design options from protected bike lanes to bike boulevards on all cross and parallel streets.

Transit – As it is clear how one mode influences the behavior of others, we will also explore improvements from transit and shuttle circulation perspective. Transit/shuttle services not only serve a wide range of people from families with young children to elderly, but also acts in complement with other modes to encourage a pedestrian environment. MIG is experienced with streetscape redesign and overall Downtown placemaking, which allows us to consider an overall transit route strategy as well as account for design requirements at stops that impact all modes. We will identify first/last mile improvements for the area that can make accessing bus stops more comfortable and convenient for transit users, whether they are local residents or first-time visitors. Based on CalEnviroScen (or other readily available/mappable disadvantaged data community applied and provided by the City of Santa Barbara) our team can compare the level of access for disadvantaged communities, within the study area, based on pre-Covid bus routes and one scenario of potential future routes, based on proximity to the transit routes. This may include streetscape enhancements such as shade and wayfinding, or more traditional infrastructure such as curb ramps or sidewalk improvements. We will also review the shuttle service options, particularly opportunities to enhance transit connections to the Funk Zone and the Waterfront.

State Street parade and circulation review would focus on two primary components: 1) obtain information from City staff and the project team regarding the size and types of vehicles, parade participants, and spectator areas that may need to be accommodated along the route and 2) managing and maintaining circulation patterns during the closure of State Street and during events such as farmers market. It is anticipated that specific issues to consider would include access to parking areas, facilitating east/west access through the study area, and identifying and improving areas with high levels of interaction between people driving, biking, and walking.

DELIVERABLES

- *Portfolio in PDF format:*
 - *Up to three concepts for overall multi-modal urban design framework for DT area (e.g., road closures, openings)*
 - *Up to 12 existing and proposed prototypical cross sections for State Street, cross streets, and/or parallel streets*
 - *Examples of multi-modal mobility concepts – precedent imagery*
- *Timeline: Final deliverable by Month #13 (August 2023). Interim deliverables to be provided as indicated on the appended timeline.*

3.2 Streetscape Design, Public Art, and Amenities – (State Street Detail Design)

Task 3.2 begins development of block-level design concepts for State Street. Streetscape design will build upon Task 2 diagrams to propose concepts from the scale of single physical elements to the relationship between districts of different character. Streetscape design will focus on two key ideas to create a pedestrian-oriented Downtown – temporality and layering. Re: Street’s approach exemplifies how the permanent design of the street can be completed with only a few elements: ground materials for safe path of travel, lighting, shade, and drainage. MIG will develop concepts to illustrate how these elements can create a simple frame that can be used by many different users during different times of day/night, in different seasons, and over years and decades. Hand-in-hand with temporality is layering – temporal elements can serve multiple uses (modular units can be seating, playground, or a stage) without cluttering the street. In our time of tight project budgets and sustainable design, infrastructure and permanent elements should provide multiple benefits. As ground materials indicate different uses (e.g., bicycle circulation) they should be able to also provide areas of permeable paving or renewable energy.

Public art has an important role for creating interest, pride in local communities, and supporting programming. A temporal street approach embraces such interaction with the community. This coordination will begin during the planning process itself through engagement events like a prototype festival (see optional tasks). Public art opportunities will also consider Historic Resources so art is, “integrated and compatible with its proposed location” as noted in the El Pueblo Viejo guidelines.

DELIVERABLES

- *Streetscape elements, public art, and amenities identified on area wide base map*
- *Examples of individual elements of streetscape design, public art, and amenities – precedent imagery*
- *Up to two detailed design concepts for urban design approaches for each block (up to 10 blocks) on State Street or other street in project area*
- *Timeline: Final deliverable by Month #13 (August 2023). Interim deliverables to be provided as indicated on the appended timeline.*

3.3 Economic Development, Housing, Homeless Engagement

Throughout physical concept designs the project team will coordinate to ensure key strategies from the Santa Barbara Economic Development Plan are addressed within the SSMP. Specifically, the urban design framework holistic strategy will suggest:

- Strategies to address vacancies and underutilized spaces, and to retain existing businesses
- Catalyst project for the State Street area that could provide city-wide ripple effects
- Define downtown’s opportunities and constraints, including its role in the regional economy
- Ensure consistency between the State Street Master Plan and the Santa Barbara Economic Development Strategy

People who are homeless are a vital consideration, not only because of their impact upon businesses and experience, but because they are an equal user of the public realm. Homelessness is a deep economic issue beyond any city’s creation alone without any easy solutions. Yet experience has taught us that as with any user, they have to be part of the larger fabric and respect all users. We will examine existing resources with current conditions and explore creative solutions.

DELIVERABLES

- *Location of economic development, housing, and homeless strategies identified on area wide base map – e.g., catalyst sites*
- *Examples of individual strategies – precedent imagery, comparable policies/programs*
- *Strategies for filling existing vacant and underutilized spaces*
- *Timeline: Final deliverable by Month #13 (August 2023). Interim deliverables to be provided as indicated on the appended timeline.*

3.4 Historic Resources and View Corridors

More than a collection of old buildings, the El Pueblo Viejo landmark district includes a layered network of pedestrian paseos and plazas, public art, scenic vistas, and heritage trees and other compatible types of vegetation. We understand that much or all of the project area will fall within the district, and MIG preservation specialists have specific expertise integrating cultural resources management into a holistic and innovative planning approach. We will confirm designs, strategies, and policies will align with the El Pueblo Viejo Design Guidelines and incorporate public and stakeholder feedback for treatment of the elements that comprise the cherished style character of the landmark district. MIG does not just strive to ensure the plan follows the guidelines but will seek ways to highlight the historic essence of this place so those layers can be enjoyed by future generations.

MIG consideration of view corridors is limited to within the public right-of-way; consideration of the potential impacts of private development upon view corridors can be completed based on additional scope and fee. MIG anticipate mapping of view corridors will rely on building footprint GIS data from the City.

DELIVERABLES

- *A brief summary of historic resources and special view corridors within the public realm and identified on area wide base map*
- *A brief summary of strategies for preserving resources and view corridors within the public realm*
- *Timeline: Final deliverable by Month #13 (August 2023). Interim deliverables to be provided as indicated on the appended timeline.*

3.5 Equity and Accessibility

We understand and practice equity and accessibility at multiple levels from universal accessibility design details, ensuring everyone has a sense of belonging within the public realm to how the planning process itself can set the stage for continued advancement of environmental justice (EJ) efforts. During development of the urban design framework our approach will be responsive to evolving needs and expectations that come out of community conversations. It is the same approach MIG employed leading many EJ-focused efforts with robust community engagement processes throughout California including the SD County Air Pollution Control District's Public Participation Plan and new SD County Office of Environmental and Climate Justice and Office of Equitable Communities. MIG will document accessibility features within urban design concepts.

DELIVERABLES

- *Equity and accessibility strategies*
- *Examples of individual equity and accessibility strategies – precedent imagery*
- *Timeline: Final deliverable by Month #13 (August 2023). Interim deliverables to be provided as indicated on the appended timeline.*

3.6 Stormwater Management and Utilities

Task 3.6 will develop concepts for stormwater management approaches as well as analysis of urban design concepts upon stormwater management/infrastructure conditions. MIG's team of integrated civil engineers and landscape architects innovate multifunctional green infrastructure facilities that not only exceed regulatory criteria but are also rooted in context sensitive solutions that integrate with placemaking and multimodal transportation facilities. As national leaders in green stormwater infrastructure design, MIG was asked to contribute to the National Association of City Transportation Officials (NACTO) Urban Street Stormwater Guide and will utilize those approaches in urban design concepts.

MIG stormwater concepts will high-level summary of tradeoffs/pros/cons of emerging urban design concepts; include potential conflict analysis of concept street design approaches; typical layout out of drainage relocations and extensions; identify typical water quality treatment details including green infrastructure and private property investments; and a summary of implementation and phasing considerations. MIG will work with project stakeholders to identify potential incentive programs for private properties that participate in reducing stormwater run-off, through effective impervious area reduction, rainwater harvesting, retrofitting surface parking lots for stormwater capture and other strategies out of existing conditions analysis and design discussions.

Task 3.6 also includes consideration for how urban design concepts impact utilities, as well as developing urban design concepts incorporating changes to utility infrastructure. MIG utility studies will include identification and high-level summary of future utility considerations (e.g., 5G networks), potential conflict analysis of proposed urban/street designs, typical layout out of utility relocations and extensions, and summary of implementation and phasing considerations. Utility studies will also consider how utilities infrastructure can be used as armature for furnishing and activation (e.g., street

poles that are designed to support temporary lighting and provide electrical access for street activities and temporal public art events).

DELIVERABLES

- *Stormwater strategies identified on area wide base map*
- *Examples of individual stormwater strategies – precedent imagery*
- *Utility relocations, upgrades, new infrastructure identified on area wide base map*
- *Examples of individual utility upgrade/development strategies – precedent imagery*
- *Timeline: Final deliverable by Month #13 (August 2023). Interim deliverables to be provided as indicated on the appended timeline.*

3.7 Sustainability and Resiliency

This discipline will begin from existing local policies, (i.e., SB Climate Action Plan) and layer ideas from global best practices and emerging ideas. To achieve global climate goals, it is clear carbon footprint reductions need to be applied to all sources and sectors. As a multi-disciplinary firm MIG has developed designs, strategies, and policies that produce measurable reductions from every source from circulation networks to development of community micro-grids. MIG will identify how elements of urban design concepts reduce GHG emissions. Sustainability and resiliency exemplify layers of benefits that can be built into streetscape design and amenities such as behaviors or physical improvements (e.g., a net-zero supply chain, air quality monitoring), which also provide opportunities for latent education opportunities. The SSMP will highlight compatibility with local programs and partnerships for immediate improvements and develop a path for actions to support climate goals. Sustainability by reducing GHG's is only one half of the story; it also includes designing the built environment to be resilient in protecting investments, maintaining quality of life, and maintaining a low carbon footprint. Overall urban design framework and concept designs will incorporate sustainability strategies, MIG is not developing a specific sustainability plan as part of this Master Plan.

DELIVERABLES

- *Sustainability strategies*
- *Examples of individual sustainability strategies – precedent imagery*
- *Timeline: Final deliverable by Month #13 (August 2023). Interim deliverables to be provided as indicated on the appended timeline.*

3.8 Visualizations

MIG Team will create compelling visualizations and renderings to support the overall urban design concepts and approach for Downtown, streetscape design (and road closure) prototypes, priority projects, public policies, and programming. Some of these products can begin during Task 2 to as a base for ideas and strategies (e.g., AutoCAD base map and SketchUp models).

MIG anticipates one round of comment and updates will be completed for each graphic.

Virtual 3D Walkthrough of Project Area – For the 10 selected blocks, MIG will create a 3D walkthrough for the existing and proposed conditions. The virtual 3D walkthrough will capture the familiarity of the existing project space while providing members of the community the ability to see what the public space could become, in a 3D format. MIG will consult with the City to determine design of the virtual 3D walkthrough. The virtual 3D walkthrough will be updated up to two times during the project, and include one version that compares the existing condition to the draft design, and another that compares the existing condition to the final design. MIG will use SketchUp for the 3D walk through. City may include this 3D walk through in a final video. City will be responsible for final video post-production. If necessary, MIG can provide video production services as an additional service.

DELIVERABLES

- *For 10 blocks within the project boundary MIG will develop one set of existing and proposed conditions for the following drawing types (6 total visualizations per block/ 10 blocks/ 60 total):*
 - *Illustrative site plan*
 - *Typical street section*
 - *3-D view (pedestrian perspective or aerial birds-eye)*
 - *Note the 10 blocks are not limited only to State Street. They can be applied to parallel or cross streets based upon the preferred urban design concept developed during the planning process*
- *Two virtual 3D walkthroughs of the 10 blocks that compare the existing condition to the draft and final designs.*
- *Timeline: Final deliverable by Month #17 (December 2023). Interim deliverables to be provided as indicated on the appended timeline.*

TASK 4: IMPLEMENTATION PLAN

The Implementation plan will include specific priorities, metrics, benchmarks, timeframes, responsibilities, and funding sources, as well as recommendations for organizational moves to implement the plan.

4.1 Cost Estimates

The implementation plan will include high-level cost estimates for construction and applicable ongoing operations for public realm improvements in the SSMP such as: street redesign, infrastructure upgrades, street amenities, operations and maintenance, and renewable energy and micro-grid development. These cost-estimates will be presented as a cost-benefit analysis through multiple lenses (economic, equity, and sustainability) as a strategy for building consensus: building momentum around the positive benefits from financial investment; the cost of not making upgrades. As possible and appropriate, the cost estimates will consider phasing strategies to include escalation costs.

DELIVERABLES

- *Cost estimates for preferred urban design concept for up to four typical blocks (Excel/PDF)*

- *Estimates on an order-of-magnitude / per linear foot level of detail that can be extrapolated for individual blocks*
- *Initial cost estimates for Admin Draft Plan, updates to cost estimates for Public Draft Plan and Final Plan*
- *Timeline: Final deliverable by Month #17 (December 2023). Interim deliverables to be provided as indicated on the appended timeline.*

4.2 Implementation , Phasing, and Governance

Implementation and phasing strategies will be another iterative topic, which will rely on inputs of cost estimates, construction disruption, community consensus, capital improvement and other city schedules, as well as designs of the Urban Design Framework. Additionally, there will be particular emphasis on all meanings of equity and accessibility in the Implementation Plan – improvements benefitting all users but improving conditions for the most vulnerable first; fair distribution of improvements within the study area; addressing historic inequities and overlooked communities. Not just responding to inputs, we understand implementation and phasing are also a tool for building consensus: creating immediate benefits and delivering projects on budget are just as important for maintaining trust and support as negatives from delays and unexpected consequences that erode momentum over time. While flexible, our approach shares a structured process to communicate a reliable and transparent plan that can build the community confidence and manage expectations during implementation.

DELIVERABLES

- *Preferred Phasing Concept*
- *Timeline: Final deliverable by Month #17 (December 2023). Interim deliverables to be provided as indicated on the appended timeline.*

4.3 Funding Strategies

The MIG team will develop a comprehensive funding strategy that responds to the preferred urban design concepts and implementation strategies. We will identify funding opportunities including from public and private sources. These sources could include district-based value capture mechanisms such as benefit assessment districts, a community facilities district, and/or an enhanced infrastructure financing district (EIFD). Other funding sources could include contributions from private developers through community benefits agreements, land swaps, or developer reimbursement agreements. The city could also leverage various grants for infrastructure project by using American Rescue Plan Act or the Infrastructure Investment and Jobs Act funds. More traditional public/private partnership financing mechanisms could also be used to provide infrastructure improvement or other public facilities. For the recommended capital projects and program initiatives, the plan will not just include a list of funding sources for capital and expense budgets, but a matrix to try and strategically match projects with public, private, and philanthropic sources. The project team will also explore the feasibility, costs, and benefits of a program for charging “rents” for use of public space with the City within the implementation plan based upon those conversations throughout the project.

The analysis will include an evaluation of potential funding sources with relative amounts that could be realistically expected to fund key projects and initiatives and prioritization of most important funding sources to pursue. Leaving no stone unturned, the project team will also analyze, and facilitate discussions with the appropriate parties during engagement events, unconventional or overlooked funding strategies. For example, listing the local landmark district on the national register would create opportunities for contributing properties to leverage historic preservation tax credits.

DELIVERABLES

- *PDF Memo of initial findings and approaches based on preferred urban design concepts and phasing, which informs development of the full Implementation Plan Chapter in the Master Plan*
 - High-level review of bond financing, grant funding and special district strategies, such as Public Private Partnerships (P3), Tax Increment Financing Districts (EIFD), public space rent and other strategies for identified sources.
 - Outline of policy development approach for up to two new funding programs (e.g., EIFD)
- Matrix comparing individual projects with applicable primary and secondary funding sources
- *Timeline: Final deliverable by Month #17 (December 2023). Interim deliverables to be provided as indicated on the appended timeline.*

4.4 Ongoing Maintenance, Operations, and Safety

Maintenance and safety will be another topic that while part of the Implementation Plan, will also provide influence during Task 3. Part of MIG's green infrastructure practice is focused on long term sustainability by accounting for on-going maintenance in performance measures. Landscaping/irrigation, lighting, cleaning, public bathrooms, and expected life of amenities are all opportunities to improve sustainability and minimize costs/maintenance. Based on information provided by the City MIG will document existing and proposed on-going maintenance needs (e.g., daily, weekly, monthly requirements). MIG will review preferred concepts with the City maintenance staff to identify maintenance operations gaps and document future maintenance needs.

Additionally, MIG will propose safety recommendations based on feedback from the community and city. MIG is experienced with multiple approaches to building safety into streetscape design from traditional CPTED to new smart city technologies that integrate a variety of benefits within an LED lighting system.

This task will rely on documentation and estimates for the City based on maintenance expenditures for existing temporary design condition. It will also rely on City input for expected, future programs and maintenance strategies required in the short- and long-term for lasting success, including what type of structures needs to be in place for operation.

DELIVERABLES

- *Document changes of operations and maintenance requirements for proposed concepts (information provided by City)*
- *Public safety recommendations*

- *Timeline: Final deliverable by Month #17 (December 2023). Interim deliverables to be provided as indicated on the appended timeline.*

4.5 Activation

MIG will assist the City in developing a database of existing events. Based on the preferred urban design concepts and community input, MIG will provide documentation of potential future events compatible with the design. With urban development experts with public- and private-sector experience, MIG will bring deep understanding of Downtown management and BID operations to this endeavor, as well as insight on the public/private partnerships that make Downtown organizations successful. We will describe strategies for efficient long-term operational needs based upon proposed design concepts and proposed events, as well as detail required coordination between existing and expected new events.

DELIVERABLES

- *Portfolio of identified existing and proposed future events*
- *Timeline: Final deliverable by Month #17 (December 2023). Interim deliverables to be provided as indicated on the appended timeline.*

TASK 5: CEQA/NEPA Review and Recommendations

MIG understands that the City will undertake all necessary CEQA/NEPA compliance and that if assistance or support is required that would be scoped and costed out under a separate task order.

TASK 6: DELIVERABLES

For all Task 6 deliverables, MIG assumes there are no printed copies to be delivered; printed materials for Plan documents and technical studies would be scoped and costed out under a separate task order.

6.1 Technical Studies (3)

The Final Technical Studies for Multi-modal Circulation, Stormwater, and Utilities that are developed in Task 6.1 consolidate and expand upon work that was completed during Tasks 2 and 3 for each discipline. Task 6 will develop the text and graphic updates that will provide the link between existing conditions and proposed design concepts, as well as formatting the text and graphics into stand-alone studies. The technical studies will be formatted using Adobe InDesign and graphically oriented to make them accessible to a wide audience. Additionally, each study will provide the basis for chapters within the Admin, Public, and Final Reports. MIG assumes one round of comments from City staff and updates for the final version of technical studies that consolidates work from Tasks 2, 3, and 6. We anticipate the technical studies will be completed and shared with City staff after the completion of Task 3.

DELIVERABLES

- *Final Multi-Modal Circulation Study PDF incorporating consideration of emerging urban design concepts – (one round of City review and updates by MIG)*
- *Final Stormwater Study PDF incorporating consideration of emerging urban design concepts – (one round of City review and updates by MIG)*

- *Final Utilities Study PDF incorporating consideration of emerging urban design concepts (one round of City review and updates by MIG)*
- *Timeline: Final deliverable by Month #15 (October 2023). Interim deliverables to be provided as indicated on the appended timeline.*

6.2 Administrative Draft

The MIG Team will prepare an Administrative (Admin) Draft of the SSMP during Task 3. The primary element of the of the Admin Draft will be made up of the preferred Urban Design Framework Plan, which will be developed based on feedback on conceptual designs. It will include the preferred overall urban design concept and emerging preferred urban design concepts by block. The Admin Draft will also include summary of key elements developed during Tasks 1 and 2: existing conditions and technical studies, public engagement process, project vision, goals, objectives, and branding. The Admin Draft will also provide the first definition of street “closure” and draft recommendations on the location and extent of street “closures.” Finally, the Admin Draft of the SSMP will also include a general outline of the Implementation Plan to be developed during Task 4.

The Admin Draft will be the first version of the plan graphically formatted in Adobe InDesign based on the brand guidelines. MIG will provide a word document that includes all text for City comments on text content. MIG will also provide a PDF of the Admin Draft formatted Admin Draft for city review and comment on graphics and formatting. MIG will make one round of updates to both forms of comments. It is anticipated that the Admin draft is only shared with City staff and not made available to the public, stakeholders, or SSAC.

DELIVERABLES

- *Admin Draft text in word document for review*
- *Admin Draft Plan (highly graphic)*
 - *Initial InDesign template that will be refined for Final Plan – shared as PDF*
- *Timeline: Final deliverable by Month #15 (October 2023). Interim deliverables to be provided as indicated on the appended timeline.*

6.3 Public Draft

The Public Draft of the SSMP will build upon the Admin Draft and include elements completed during Task 4. The Public Draft will include two rounds of review and comment by the City between the public comment period. It is anticipated the Public Draft will be shared with the public with the completion of Task 4 and coinciding with Meeting Window #5.

Prior to public distribution, MIG will provide the City a word version of new text developed for the implementation plan and PDF of formatted draft for one round of review, comment and updates by MIG. Strategic Economics will also review this draft of the document for consistency with the research findings from previous tasks. Following this round of updates the City and MIG will share the Public Draft Plan for public review period. The Public Draft of the SSMP will be shared with the Public during community engagement events, online, and in coordination with City staff for a determined review

period. It will be formatted in Adobe InDesign and be graphically oriented in order to make the plan accessible for general public comment and can be integrated with a project website/social media account.

The second round of comments by City staff will follow the closing of the public review period. MIG anticipates the City will provide one preferred direction to respond to public comments in a memo. MIG will make one round of updates based on consolidated direction to create the Final Public Draft Plan. The Final Public Draft Plan will be the version that is shared with the Historic Landmarks Commission, Planning Commission, SSAC and City Council.

For content, the Public Draft Plan will include a refined definition for street “closure” and updated sections of streets proposed to be “closed.” It will include preferred elements for all implementation plan strategies, particularly funding strategies and phasing. A key section of the Implementation Plan in the Public Draft will be recommendations on placemaking initiatives that encourage the enjoyment public space – i.e., fun.

DELIVERABLES

- *Implementation Plan chapter text in word document for review (one set of comments)*
- *Public Draft Plan (highly graphic) for public distribution*
- *Final Public Draft Plan for presentation to Planning Commission and City Council*
Timeline: Final deliverable by Month #17 (December 2023). Interim deliverables to be provided as indicated on the appended timeline.

6.4 Final Master Plan

MIG is anticipating that the Historic Landmarks Commission, Planning Commission, SSAC and City Council will require final updates before the Master Plan is approved. The Final SSMP will be developed based on feedback from the Historic Landmarks Commission, Planning Commission, SSAC and City Council on the Final Public Draft Plan. MIG anticipates the City will provide direction to address Commission and Council comments. The Final State Street Master Plan will be presented to the Santa Barbara City Council for Adoption.

DELIVERABLES

- *Final Public Draft Plan (highly graphic) presented to City Council*
 - *Final InDesign formatting – shared as PDF and InDesign Package*
- *Approved Master Plan*
- *Timeline: Final deliverable by Month #18 (January 2024). Interim deliverables to be provided as indicated on the appended timeline.*

TASK 7: DECISION-MAKER HEARINGS

7.1 State Street Advisory Committee (9 in-person)

As part of the Decision-maker hearings outlined in Task 7 Addendum 2 MIG will attend nine SSAC meeting in-person. Generally, SSAC meetings will provide project updates, present draft concept designs and implementation strategies, conduct workshop exercises for developing the Master Plan, and receive

feedback to be incorporated. All SSAC meetings will be attended by three MIG staff to present, facilitate, and record. Strategic Economics will be available for up to three SSAC meetings.

SSAC meetings are proposed to generally align with meeting windows and will be spaced throughout the project. An SSAC meeting will occur prior to a meeting window and during a meeting window. The purpose of the meeting prior to a meeting window is for the SSAC to give input on the approach and new materials that will be publicly presented during the upcoming meeting windows. SSAC meetings during meeting windows will focus on comment and discussion of contents of updated information, workshops to develop and refine concepts and strategies, and exercises for consensus building.

Preliminary ideas for scoping of different SSAC meetings follow below. MIG anticipates these will be refined during project kick-off and within the Final CEP.

SSAC Meeting #1 – Project Initiation. The first meeting is anticipated to occur during project kick-off (tentatively for August 15th). This first meeting will focus on project initiation and relationship building through presentations, workshop exercises and facilitated discussions. MIG will present and discuss project goals, timeline, procedures, expectations; conduct facilitated discussion of roles and responsibilities of the SSAC; exercises for understanding assets, issues, opportunities; vision building; and break-out groups to complete SWOT analysis. Finally, this session will include facilitated discussion of the communications strategy and well as SSAC ideas on general branding.

SSAC Meeting #2 (As part of Meeting Window #1) – Kicking-off community survey #1. Presenting initial findings of existing conditions analysis; presentation and discussion on the future of Downtowns and emerging urban planning approaches.

SSAC Meeting #3 – Summary of Meeting Window #1. Discuss preliminary community survey #1 findings. Interactive design charette of overall urban design framework. Meeting Window #2 preparation.

SSAC Meeting #4 (As part of Meeting Window #2) – Presenting and discussing final community survey findings and community vision. Exercises for emerging overall urban design framework (plans and sections).

SSAC Meeting #5 – Summary of Meeting Window #2. Exercises for developing emerging urban design concepts by block (plans and sections). Exercises for developing emerging urban design concepts for parallel/cross streets (plans and sections). Meeting Window #3 preparation.

SSAC Meeting #6 (As part of Meeting Window #3) - Discussion of refined urban design concepts; exercises for specific urban designs by block; discussion of catalyst project and initial implementation strategies.

SSAC Meeting #7 – Summary of Meeting Window #3. Confirm preferred design concepts. Exercises for emerging implementation, funding and phasing strategies. Preparation for Meeting Window #4.

SSAC Meeting #8 – (Part of Meeting Window #4) – Confirm design concepts. Detailed discussion of preferred implementation plan elements. Presentation of 3D Sketchup Views. Preparation for Meeting Window #5.

SSAC Meeting #9 - (Part of Meeting Window #5) – Discuss Public Draft Plan for distribution. Discuss final implementation strategies.

DELIVERABLES – ALL SSAC MEETINGS

- *In preparation for each SSAC meeting MIG to share draft product, PPT, meeting agenda with City*
- *Following each SSAC meeting summary via email*
- *Timeline: will be completed on-going during the duration of the contract period.*

7.2 Historic Landmarks Commission

MIG proposes attendance at three in-person Historic Landmark Commission (HLC) hearings. The first hearing or meeting is proposed to occur during the first Meeting Window. The main purpose will be to have the HLC provide us their goals, objectives, top priorities, ideas for the urban design framework, conceptual design ideas and other ideas about the project. By holding the meeting at the beginning of the planning process, MIG will seek to build trust in the HLC and we are listening to the desires of the community before presenting any vision or concepts so as not to suggest any preconceived bias in proposed concepts.

The second HLC session is proposed to occur during Task 3 (anticipated in spring 2023 and coinciding with the third Meeting Window), which will present overall preferred urban design framework and emerging urban design concepts by block for discussion and feedback.

The third meeting is proposed as a joint meeting with the Planning Commission and is anticipated to occur during Meeting Window #5, where we will present the Public Draft of the SSMP for comment and discussion.

STAFF AND DELIVERABLES

- *Up to one MIG staff at three Historic Landmark Commission hearings or study sessions*
- *One hearing/study session to occur jointly with one Planning Commission*
- *PPT for each Commission meeting*
- *Timeline: will be completed on-going during the duration of the contract period.*

7.3 Planning Commission

MIG proposes a similar format for Task 7.3 as 7.2 with some modifications. MIG is proposing two in-person hearings with the PC to occur throughout the project. The first Planning Commission meeting is proposed to occur during the Meeting Window #3 where we will present the same overall preferred urban design framework and emerging urban design concepts by block for discussion and feedback. The second meeting is proposed as a joint meeting with the HLC and is anticipated to occur during Meeting Window #5, where we will present the Public Draft of the SSMP for comment and discussion.

STAFF AND DELIVERABLES

- *Up to one MIG staff at two Planning Commission hearings or study sessions*
- *One hearing/study session to occur jointly with one HLC*

- *PPT for each Commission Meeting*
- *Timeline: will be completed on-going during the duration of the contract period.*

7.4 City Council

MIG will complete three sessions with the Santa Barbara City Council. The first session is proposed during Meeting Window 1 and can occur as a study session rather than a formal hearing. Similar to the joint HLC and PC meeting, the intent of the first meeting is to have a working session with City Council discuss their vision, goals, objectives, top priorities, ideas for the urban design framework and other ideas about the project. The second meeting is proposed to occur during Meeting Window #3 and will present the vision developed to date by the community and stakeholders, charrette overall urban design concepts and initial conceptual block designs, as well as a discussion of implementation strategies. The third session will occur during or after Meeting Window #5 and will present the Final Public Draft of the SSMP. The intent of the third session with City Council is to receive approval of the SSMP, but MIG anticipates that the City Council will have some comments for updates.

STAFF AND DELIVERABLES

- *Up to one MIG staff at 3 City Council Meetings or study sessions*
- *PPT for each City Council Meeting*
- *Timeline: will be completed on-going during the duration of the contract period.*

OPTIONAL TASKS:

The City, at its discretion, may request the below optional services. At the request of the City MIG and the City will determine the timing, scope, and budget for delivery of the City's desired optional task. All optional tasks must be approved in writing by the City.

Idea Lab - MIG will work with the city to develop the concept and approach for an Idea Lab. Up to two MIG staff will attend the first Idea Lab event (during a meeting window) to demonstrate and confirm the approach for completing the Idea Lab and make any updates to the approach based on the first event. It is anticipated that the City will take the lead on organizing and setting up the first Idea Lab. The City will be able to host and staff additional idea labs during the remainder of the project based upon the approach and lessons learned from the first idea lab.

An example of an Idea Lab is for the City to secure a physical space on the corridor within the project area, such as a vacant storefront or curbside space in front a vacant building, to maintain a regular presence and a drop-in location where community members can get information and give feedback. City staff could occupy the Idea Lab on a periodic basis to provide an informal "Open House" opportunity for residents and stakeholders to 1) share input on community goals related to the corridor and topics of their interest, 2) to discuss ideas and priorities for physical improvements to the corridor, and 3) learn about the development of design concepts. The Idea Lab provides a convenient opportunity for community members to have both one-on-one and group conversations with City staff.

Pop-Up Event – MIG will work with the city to develop the concept and approach to pop-up events. Up to two MIG staff will attend the first pop-up event (during a Meeting Window) to demonstrate and confirm the approach and make any updates to the approach based on the first event. It is anticipated that the City will take the lead on organizing and setting up the first pop-up event. The City will be able to host and staff additional pop-up events during the remainder of the project based upon the approach and lessons learned from the first pop-up.

MIG anticipates pop-up events will be held at highly visible locations along State Street as interactive ways to provide proposed design concept and receive feedback. The pop-up events are proposed be held in conjunction with other existing Santa Barbara events or proposed State Street community meetings and include booths, tactical urbanism designs, games for youth, and other activities.

Prototype Festival – The prototype festival can be completed in two different parts. The first part would entail developing the plan to implement a prototype festival. MIG anticipates the scope of the prototype festival (e.g., number of installations, type of jury selection, length of prototype development, and length of the festival, etc.) will depend upon contingency budget available, as well as the status of the project (i.e., level of consensus and participation). Specific elements this part would include: how to promote the event, how it will be managed, number of artist participants, selection process, permitting and liabilities, length of prototype construction, location and length of festival, as well as other logistical details. At this stage the City and MIG will explore potential for sponsorships for the prototype festival.

The second part of the prototype festival is initiating, organizing, managing, and completing the prototype festival. MIG proposes an empowering engagement event that would develop models, or “prototypes,” for streetscape amenities ranging from performance spaces, relaxation zones, educational spaces, green spaces and interactive art installations. MIG anticipates developing a call for entries and select three to four pitches to be constructed. Each prototype would be conceived and built by members of the community—everyday citizens, artists, designers, urbanists, architects, etc.—with mentorship from MIG designers and feedback from the community. At a key milestone, in coordination with other community events, MIG proposes a block, or multiple blocks, would be closed to showcase the constructed designs. Not just an engagement event, it could lead to scalable amenities to be incorporated into the final SSMP, and beyond to other communities. MIG anticipates the City would be able to contribute to the organizing and managing of the prototype festival, as well as coordinating required permits, insurance, etc.

Project Website - MIG can lead in the development, or assist the City in developing a stand-alone project website. This website could be a one-stop shop for all online tools and information related to the project. The website would provide typical project information, past presentations and workshop outcomes, videos and contact opportunities, as well as feature online engagement tools like the community survey. MIG assumes the City will own the website and domain and use a web template service (estimated at about \$500 for life of the project). MIG would help select and develop the initial website template. After, the City will take primary responsibility of updating the website with project content developed by the MIG team, as well as content developed by the City (e.g., narrative text for webpages).

Additional Community Meeting - MIG can complete additional community meetings as necessary. Additional community meetings are assumed to be up to four hours in duration and attended by up to

three MIG Staff. The budget assumes time for developing the intent, scope, and materials necessary for the community event with City staff.

Additional SSAC Meeting – This Task assumes one additional SSAC meeting in-person to occur outside a meeting window. This include time for scope and preparation with the city, development and review of meeting materials with one round of review by the city, up to three MIG staff at the SSAC meeting, travel expenses, and summary of SSAC meeting.

Additional Stakeholder Meeting (during Meeting Window or Virtual) - This task assumes one additional one-hour focus group meeting that would occur during an existing meeting window in-person or can occur virtually. This includes time for preparation for stakeholder meeting with City staff, conducting focus group, and summarizing feedback.

Additional Commission/Council Meeting – MIG can attend additional meetings in-person meeting with HLC, PC, or City Council. The proposed fee covers one additional meeting. Additional meetings can occur at any time during the project for additional visioning, working sessions, or approvals.

Additional Technical Analysis – MIG can provide additional analysis of existing conditions if additional elements are identified as necessary through community engagement process or plan development. Scope and fee to be determined.

Additional Plan Development – MIG can provide additional urban design, multi-modal circulation, or other design concepts if consensus cannot be built around any initial proposed concepts or if additional details are required for the preferred concept. Scope and fee to be determined.

Additional Visualization – MIG can provide additional visualizations for design concepts. The proposed fee covers one additional proposed condition visualization with one round of City review/comment and MIG updates. Additional visualizations can be 3D, plan, or section views but within the project area SketchUp model.

CEQA Consultation – MIG can provide consultation from CEQA experts on necessary CEQA documentation requirements and strategies. Scope and fee to be determined.