



ASAKURA  
ROBINSON

# **2020 NEIGHBORHOOD PLAN**

## **South Wilmington Planning Network**

PREPARED BY: ASAKURA ROBINSON

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# SCOPE

Our team proposes to bring fresh strategic implementation ideas to the table; we seek to develop not just a vision, but real, implementable projects with viable pathways toward implementation. Ultimately, our goal for this project is to create a tool that is easy to understand and administer for the South Wilmington Planning Network (SWPN), and one that will guide the future development and growth of the Southbridge neighborhood. Our top priority is to ensure a Plan that is community-driven and adaptable and resilient to current and future shocks and shifts. The following phases — **(I) Understand**, **(II) Envision**, and **(III) Act** — will guide us to that outcome.

## Phase 1

### Understand and Facilitate

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In the first project phase, our team will inform the Collective of the planning process, purpose, timeline and opportunities for involvement. This phase includes developing a plan for public and stakeholder engagement, focus groups, and research-based strategies for conducting an Existing Conditions Report.

#### **Task 1: Literature review, data collection, coordination, and plan development (Months 1-2)**

**Kickoff Workshop (Week 1):** We will coordinate with SWPN staff to host a Kickoff Workshop between the client and consultant teams.

Goals of the Kickoff:

- Discuss project background and define what a successful Southbridge Neighborhood Plan: An Implementation Action Plan looks like.
- Identify the unique needs of the Southbridge Neighborhood in regards to the COVID-19 pandemic, including economic and social implications.
- Go over the Project Management Plan, which outlines project deliverables, timelines, and communication and design standards.
- Establish an agreed upon framework for community engagement, including community surveying and the involvement of community residents.

- Begin communicating with SWPN staff regarding local and aspirational planning documents to review.
- Identify all area efforts which require coordination with the Neighborhood Plan effort.

**Deliverables:** Project Management Plan, Kickoff Summary

#### **Steering Committee Member Interviews --- Staff**

**Hours Pro-Bono:** AR will hold 30 to 45 minute interviews with up to 15 committee members and other key stakeholders, as identified by the Steering Committee team.

Goals of the Interviews:

- Get detailed insight regarding the Southbridge community, including the needs created by COVID-19 and those needs pre-dating the pandemic.
- Start the project from a shared understanding of the project goals.
- Orient stakeholders who may not be familiar with planning processes.
- Begin to verify and confirm findings from existing conditions research.

**Deliverables:** Interview Summaries

#### **Steering Committee Meeting 1 -- Staff Hours**

**Pro-Bono:** The Steering Committee will be an integral part of the planning process, as they will be asked to provide guidance and reach out to community members on behalf of the plan to ensure maximum community participation.

Goals of Steering Committee Meeting 1:

- Identify the goals of the Steering Committee for the Neighborhood Plan.
- Begin drafting Mission and Vision Statements for the plan.
- Discuss the implications of COVID-19 on the communities of Southbridge from the view of the committee members.
- Present and discuss initial findings based on literature reviews and data analysis.
- Identify key area stakeholders who should be interviewed.

- Begin to verify and confirm findings from existing conditions research.

**Deliverables:** Steering Committee Meeting 1 Summary

**Public Engagement Plan:** A genuine and thorough public engagement process will help ensure that the Neighborhood Plan reflects the values, needs and expectations of residents, business owners, and other key community members of the Southbridge Neighborhood.

Goals of the Public Engagement Plan:

- Codify the engagement framework for the project to involve residents in all facets of the project as much as possible.
- Build in opportunities for the consultants, client, and community members to listen, respond, and engage with the plan and one another.
- Establish a timeline and action steps for community involvement for the community surveys, focus groups, interviews, and any other engagement activities.
- Based on initial research, build in opportunities to disseminate information around COVID-19 and resources and services available to Southbridge residents to mitigate urgent impacts.

**Existing Conditions Report:** Asakura Robinson will craft an Existing Conditions Report based on our discussions at Steering Committee 1, subsequent interviews, literature reviews, and data collection and analysis.

Goals of the Existing Conditions Report:

- Provide the state of Southbridge based on demographic, housing, transportation, environmental, health and COVID-19, and other data.
- Present draft Mission and Vision statements.
- Describe engagement efforts and outcomes in the plan to date.
- Summarize past and existing planning efforts, and how they affect Southbridge and the Neighborhood Plan.
- Assess needs created by the COVID-19 pandemic.
- Highlight best practices to mitigate displacement and promote equitable outcomes of development and gentrification.

**Virtual Public Workshop 1:** We believe that everyone is an expert in their own community, which means the workshop will be a collaborative and engaging event between technical and community experts.

Goals of Virtual Public Workshop 1:

- Formally introduce the communities to the Neighborhood Plan process, and generate excitement about the project.
- Present the draft Mission and Vision statements and findings from the Existing Conditions Report.
- Gather feedback and initiate public discussion and idea-sharing, including key issues and themes central to residents' concerns, their vision and goals, and things to build upon in the Southbridge neighborhood.
- Identify community residents who may be interested in providing survey and data collection support.

**Deliverables:** Virtual Public Workshop 1 Summary

**Task 2: Community Survey 1 -- Development, Execution, and Analysis (Months 2-4)**

**Site Visit -- Staff Hours Pro-Bono:** In-person site visits will be conducted during the week of Steering Committee Meeting 2 and the training of community leaders conducting surveys, interviews, and focus groups. AR staff will visit key sites, and where appropriate, meet with key personnel and committee members in a socially distanced manner. Due to the COVID-19 pandemic, travel will be contingent travel advisories issued by the Center for Disease Control and relevant state and local governments. During any site visit, the team will also follow relevant state and local guidelines for any meetings in order to ensure the safety of our staff and the community.

Goals of the Site Visit:

- Gain a meaningful understanding of the Southbridge Neighborhood and its surrounding contexts.
- Meet key staff and personnel when and where possible to build a relational foundation for the project.
- Conduct in-person trainings with community leaders for the survey, interviews, and focus groups

## Steering Committee Meeting 2 -- Staff Hours

**Pro-Bono:** The second Steering Committee Meeting will be an opportunity for AR and the Committee to meet and go over the planning process up until that point.

Goals of Steering Committee Meeting 2:

- Review the updated Mission and Vision statement
- Review the final survey before trainings
- Review the findings from the Existing Conditions Report
- Review the timeline for the rest of the project

**Deliverables:** Steering Committee Meeting 2 Summary

**Community Survey 1:** With the support of the steering committee, Asakura Robinson will identify and support the training of community residents to conduct the first of two community surveys.

Goals of the Community Survey 1:

- Work with SWPN staff, the steering committee, and community residents to craft a survey that gathers information on community-identified assets, challenges, and recommendations for improvements.
- Empower community leaders to conduct surveys, interviews, and focus groups
- Gather community input regarding the impacts of COVID-19.
- Collect responses from a representative sample of Southbridge residents.
- Conduct the survey in a way that is inclusive and socially distanced, following all CDC and other pertinent guidelines.

During this time, community residents will also conduct focus groups and in-depth interviews to supplement the information gathered through the survey.

**Deliverables:** Survey, Interview, and Focus Group Summaries

Asakura Robinson has lengthy experience in conducting community surveys, including staff who were previously employed in polling and survey companies. Our experience includes a robust library of survey questions and tools which can be tailored to the specific project needs in coordination with our clients. We will conduct a survey at 95% or 99% confidence intervals and conduct the survey through agreed upon methods, which may include door-to-door surveying, phone polls, mail-in surveys, in-person surveying at local churches and other institutions, and online surveying. The methods will be utilized to best replicate the demographics of the neighborhood to ensure representativeness of age, gender, race, ethnicity, tenure, and income. Questions around demographic data will be included in the survey and monitored to adjust collection methods as gaps are identified. The numbers below, which assume a population of 1,300 in Southbridge and can be updated with latest Census numbers upon notice to proceed, illustrate the number of people who would need to be surveyed to achieve corresponding confidence intervals:

- 99% confidence +/- 5%: need to survey 440 people
- 95% confidence +/- 5%: need to survey 297 people
- 99% confidence +/-10%: need to survey 148 people
- 95% confidence +/- 10%: need to survey 89 people

In addition to a standard survey, tools which can further develop the community's vision, including scenario planning and discussions of barriers and trade offs, can be incorporated into our survey methodologies.

## Phase II

# Envision and Stimulate Fresh Ideas

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In the second project phase, our team will solicit priorities and recommendations from community stakeholders and develop the framework for the future of the Southbridge Neighborhood.

### **Task 3: Development of Draft Recommendations and Action Steps (Months 4-5)**

**Public Workshop 2:** Asakura Robinson, with support from resident leaders, will provide the latest updates of the planning process.

Goals of Public Workshop 2:

- Present the findings from the survey, focus groups, and interviews, and contextualize them in the findings of the Existing Conditions Report and recommendations and action steps.
- Discuss and gather feedback on the draft recommendations and action steps.
- Maintain excitement and interest in the project through a virtual event is engaging and provides community members to express themselves.

**Deliverables:** Public Workshop 2 Summary, Steering Committee Meeting 3

The Committee will be convened for a second time to receive an update on the overall process and provide guidance on next-steps.

Goals of Steering Committee Meeting 3:

- Summarize the recommendations and action steps and the feedback from community members, and update them with the Steering Committee.
- Reexamine the draft Mission and Vision Statements, specifically how it matches up with findings from the survey, interview, and focus groups, and update them with the Steering Committee.

**Deliverables:** Steering Committee Meeting 3 Summary, Finalized Mission and Vision Statements, Finalized recommendations and action steps

### **Task 4: Community Survey 2 — Development, Execution, and Analysis (Months 5-7)**

**Community Survey 2:** With the support of community leaders, Asakura Robinson will craft and administer Community Survey 2.

Goals of the Community Survey 2:

- Work with SWPN staff, the Steering Committee, and community residents to craft a survey that prioritizes recommendations and action steps.
- Collect responses from a representative sample of Southbridge residents.
- Conduct the survey in a way that is inclusive and socially distanced, following all CDC and other pertinent guidelines.

During this time, community residents will also conduct focus groups and in-depth interviews to supplement the information gathered through the survey.

**Deliverables:** Survey, interview, and focus group summaries

## Phase III

# Act with Intention

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In the third project phase, our team will empower stakeholders to shape the Southbridge Neighborhood Plan and its implementation. This phase is critical to sustain continued involvement of engaged stakeholders beyond the lifespan of the planning process.

### **Task 5: Complete Draft Final Prioritized Recommendations and Action Steps (Months 7-8)**

**Public Workshop 3:** The team will craft draft prioritized recommendations and action steps based on Survey 2, interviews, and focus groups and present them to community members.

Goals of Public Workshop 3:

- Present the prioritized recommendations and actions steps and gather final feedback.
- Thank community members for engaging and providing input and provide opportunities to highlight community leaders.
- Provide clear timelines and accountable next-steps.

**Deliverables:** Public Workshop 3 Summary

**Steering Committee Meeting 4:** Asakura Robinson will create a draft plan based on feedback from Public Workshop 4 and present it to the Steering Committee.

Goals of Steering Committee Meeting 4:

- Present the draft plan and gather final feedback.
- Thank Committee members for continual engagement, support, and input.
- Provide clear timelines and accountable next-steps.

**Deliverables:** Draft Plan, Steering Committee Meeting 4 Summary

**Final Plan:** Based on feedback from community members and the Steering Committee, Asakura Robinson will submit a Final Plan.

**Deliverables:** Final Plan with Executive Summary, Up to 2 presentations at public meetings and/or hearings

|  | ASAKURA ROBINSON                      |         |                                     |         |                                |         |  |       |                 |          |
|--|---------------------------------------|---------|-------------------------------------|---------|--------------------------------|---------|--|-------|-----------------|----------|
|  | Zakq Lockrem<br>Managing<br>Principal |         | Mayu Takeda<br>Associate<br>Planner |         | Jessica<br>Williams<br>Planner |         | Libby Bland<br>Associate Planner<br>& Urban Designer |       | Total           |          |
| Hourly Rate  | \$ 218                                |         | \$ 97                               |         | \$ 81                          |         | \$ 95  |       |                 |          |
|  | HR                                    | FEE     | HR                                  | FEE     | HR                             | FEE     | HR   | FEE   | HR              | FEE      |
| <b>Literature review, data collection, coordination &amp; plan development</b> |                                       |         |                                     |         |                                |         |  |       |                 |          |
| Kickoff Webinar Workshop   | 1                                     | \$218   | 4                                   | \$388   | 4                              | \$324   | 1  | \$95  | 10              | \$1,025  |
| Stakeholder Interviews   | 1                                     | \$218   | 2                                   | \$194   | 2                              | \$162   | 0  | \$0   | 5*              | \$574*   |
| Steering Committee Meeting 1   | 3                                     | \$654   | 8                                   | \$776   | 8                              | \$648   | 0  | \$0   | 19*             | \$2,078* |
| Virtual Public Workshop 1  | 2                                     | \$436   | 8                                   | \$776   | 8                              | \$648   | 2  | \$190 | 20              | \$2,050  |
| Project Management Plan  | 1                                     | \$218   | 1                                   | \$97    | 4                              | \$324   | 0  | \$0   | 6               | \$639    |
| Kickoff Summary  | 0                                     | \$0     | 0                                   | \$0     | 2                              | \$162   | 0  | \$0   | 2               | \$162    |
| Engagement Plan  | 1                                     | \$218   | 1                                   | \$97    | 4                              | \$324   | 1  | \$95  | 7               | \$734    |
| Steering Committee Meeting 1 Summary   | 0                                     | \$0     | 0                                   | \$0     | 2                              | \$162   | 0  | \$0   | 2*              | \$162*   |
| Existing Conditions Report   | 1                                     | \$218   | 20                                  | \$1,940 | 20                             | \$1,620 | 4  | \$380 | 45              | \$4,158  |
| Virtual Public Workshop 1 Summary  | 0                                     | \$0     | 0                                   | \$0     | 2                              | \$162   | 0  | \$0   | 2               | \$162    |
| <b>Community Survey 1 - Development, Execution &amp; Analysis</b>              |                                       |         |                                     |         |                                |         |  |       |                 |          |
| Community Outreach for Engagement Training                                     | 1                                     | \$218   | 4                                   | \$388   | 10                             | \$810   | 1  | \$95  | 16              | \$1,511  |
| Draft of Survey 1  | 0                                     | \$0     | 0                                   | \$0     | 4                              | \$324   | 0  | \$0   | 4               | \$324    |
| Site Visits  | 14                                    | \$3,052 | 20                                  | \$1,940 | 20                             | \$1,620 | 0  | \$0   | 54*             | \$6,612* |
| Steering Committee Meeting 2   | 2                                     | \$436   | 4                                   | \$388   | 4                              | \$324   | 0  | \$0   | 10*             | \$1,148* |
| Steering Committee Meeting 2 Summary   | 0                                     | \$0     | 0                                   | \$0     | 2                              | \$162   | 0  | \$0   | 2*              | \$162*   |
| Survey 1, Interview and Focus Group Training                                   | 0                                     | \$0     | 8                                   | \$776   | 10                             | \$810   | 0  | \$0   | 18              | \$1,586  |
| In-depth Interviews  | 0                                     | \$0     | 2                                   | \$194   | 2                              | \$162   | 0  | \$0   | 4               | \$194    |
| Focus Groups   | 0                                     | \$0     | 1                                   | \$97    | 4                              | \$324   | 0  | \$0   | 5               | \$421    |
| Survey, Interview and Focus Group Summaries                                    | 0                                     | \$0     | 0                                   | \$0     | 4                              | \$324   | 0  | \$0   | 4               | \$324    |
| <b>Development of Draft Recommendations &amp; Action Steps</b>                 |                                       |         |                                     |         |                                |         |  |       |                 |          |
| Virtual Public Workshop 2  | 1                                     | \$218   | 4                                   | \$388   | 8                              | \$648   | 0  | \$0   | 13              | \$1,254  |
| Virtual Public Workshop 2 Summary  | 0                                     | \$0     | 0                                   | \$0     | 2                              | \$162   | 0  | \$0   | 2               | \$162    |
| Steering Committee Meeting 3   | 1                                     | \$218   | 4                                   | \$388   | 8                              | \$648   | 0  | \$0   | 13              | \$1,254  |
| Steering Committee Meeting 3 Summary   | 0                                     | \$0     | 0                                   | \$0     | 2                              | \$162   | 0  | \$0   | 2               | \$162    |
| Finalized Mission and Vision Statements  | 1                                     | \$218   | 2                                   | \$194   | 2                              | \$162   | 1  | \$95  | 6               | \$669    |
| Finalized Recommendations and Action Steps                                     | 1                                     | \$218   | 20                                  | \$1,940 | 12                             | \$972   | 8  | \$760 | 41              | \$3,890  |
| <b>Community Survey 2 - Development, Execution &amp; Analysis</b>              |                                       |         |                                     |         |                                |         |  |       |                 |          |
| Focus Groups   | 0                                     | \$0     | 2                                   | \$194   | 6                              | \$486   | 0  | \$0   | 8               | \$680    |
| In-depth Interviews  | 0                                     | \$0     | 0                                   | \$0     | 2                              | \$162   | 0  | \$0   | 2               | \$162    |
| Draft of Survey 2  | 0                                     | \$0     | 1                                   | \$97    | 4                              | \$324   | 0  | \$0   | 5               | \$421    |
| Survey 2, Interview, and Focus Group Training                                  | 0                                     | \$0     | 0                                   | \$0     | 4                              | \$324   | 0  | \$0   | 4               | \$324    |
| Survey, Interview and Focus Group Summaries                                    | 0                                     | \$0     | 0                                   | \$0     | 4                              | \$324   | 0  | \$0   | 4               | \$324    |
| <b>Complete Draft Final Prioritized Recommendations &amp; Action</b>           |                                       |         |                                     |         |                                |         |  |       |                 |          |
| Draft Plan   | 1                                     | \$218   | 24                                  | \$2,328 | 24                             | \$1,944 | 4  | \$380 | 53              | \$4,870  |
| Public Workshop 3  | 1                                     | \$218   | 4                                   | \$388   | 8                              | \$648   | 0  | \$0   | 13              | \$1,254  |
| Public Workshop 3 Summary  | 0                                     | \$0     | 0                                   | \$0     | 2                              | \$162   | 0  | \$0   | 2               | \$162    |
| Steering Committee Meeting 4   | 1                                     | \$218   | 4                                   | \$388   | 8                              | \$648   | 4  | \$380 | 17              | \$1,634  |
| Steering Committee Meeting 4 Summary   | 0                                     | \$0     | 0                                   | \$0     | 2                              | \$162   | 0  | \$0   | 2               | \$162    |
| Final Plan   | 2                                     | \$436   | 8                                   | \$776   | 16                             | \$1,296 | 2  | \$190 | 28              | \$2,698  |
| <b>AR Labor Total</b>  |                                       |         |                                     |         |                                |         |  |       | <b>\$33,372</b> |          |
| <b>AR Direct Expenses: Travel + Printing</b>                                   |                                       |         |                                     |         |                                |         |  |       | <b>\$1,628</b>  |          |
| <b>AR Fee Total</b>  |                                       |         |                                     |         |                                |         |  |       | <b>\$35,000</b> |          |
| <b>AR Pro-Bono Contributions Total</b>   |                                       |         |                                     |         |                                |         |  |       | <b>\$10,736</b> |          |

\*Pro-Bono



| AR Fee Total                       | \$35,000 |
|------------------------------------|----------|
| AR Pro-Bono Contribution Total     | \$10,736 |
| Survey and data collection support | \$4,500  |
| Administrative support             | \$3,450  |
| Stipends for community leaders     | \$2,000  |
| Funding towards implementation     | \$5,000  |
|                                    |          |
| TOTAL                              | \$60,686 |

|              |                  | PHASE I: UNDERSTAND        |                                    |       |       |       |       |   |                            |              |                        |                                |                                  |       |   |       |       |  |
|--------------|------------------|----------------------------|------------------------------------|-------|-------|-------|-------|---|----------------------------|--------------|------------------------|--------------------------------|----------------------------------|-------|---|-------|-------|--|
| MONTH        | 1                |                            |                                    |       |       | 2     |       |   |                            | 3            |                        |                                |                                  |       | 4                                       |       |       |  |
| WEEK         | 12/01            | 12/07                      | 12/14                              | 12/21 | 12/28 | 01/04 | 01/11 | 01/18   | 01/25                      | 02/01        | 02/08                  | 02/15                          | 02/15                            | 02/22 | 03/01                                   | 03/08 | 03/15 |  |
| Task         | Task 1           |                            |                                    |       |       |       |       |   | Task 2                     |              |                        |                                |                                  |       |   |       |       |  |
|              |                  |                            |                                    |       |       |       |       |   |                            |              |                        |                                |                                  |       |   |       |       |  |
|              |                  |                            |                                    |       |       |       |       |   |                            |              |                        |                                |                                  |       |   |       |       |  |
|              |                  |                            |                                    |       |       |       |       |   |                            |              | Virtual Public Wkshp 1 |                                |                                  |       |   |       |       |  |
| Engagement   | ●                | ● Stakeholder Interviews   |                                    |       |       |       |       | ●   | ●                          | ● Site Visit |                        |                                |                                  |       |   |       |       |  |
|              | Kickoff workshop | ● Steering Committee Mtg 1 |                                    |       |       |       |       | Begin outreach to residents for engagement training |                            |              | ●                      | Steering Committee Mtg 2       |                                  |       |   |       |       |  |
|              |                  |                            |                                    |       |       |       |       |   |                            |              | Survey Training        | ●                              | Survey 1                         |       |   |       |       |  |
|              |                  |                            |                                    |       |       |       |       |   |                            |              |                        |                                | In-depth Interviews              |       |   |       |       |  |
|              |                  |                            |                                    |       |       |       |       |   |                            |              |                        |                                | Focus Groups                     |       |   |       |       |  |
| Deliverables | ●                | Project Management Plan    | ● Steering Committee Mtg 1 Summary |       |       |       |       | ●   | Existing Conditions Report |              | ●                      | ●                              | Steering Committee Mtg 2 Summary |       |   |       |       |  |
|              | ●                | Kickoff Summary            | ● Engagement Plan                  |       |       |       |       |   | ●                          | ●            |                        | Virtual Public Wkshp 1 Summary |                                  |       | Survey, interview & focus group summary |       |       |  |
|              |                  |                            |                                    |       |       |       |       | Draft of Survey 1                                   | Survey 1 Finalized         |              |                        |                                |                                  |       |   |       |       |  |

