



Project Charter

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Paradise Coast Trail Project Charter

Why a Project Charter?

A project charter serves as a succinct and clear statement of a project's purpose, objectives, approach, and scope. A charter also provides a consistent and transparent project foundation to ensure that all partners and stakeholders are aligned. This is particularly important for a project like the Paradise Coast Trail (PCT) because of its broad scale and partnership network. The PCT Project Charter includes:

- Brief Project Background
- Project Purpose and Planned Use
- Feasibility Study Objectives
- Communication and Coordination Framework
- Feasibility Study Scope of Work and Proposed Schedule (attached)

PCT Background

The vision for the PCT was initiated by the Naples Pathways Coalition (NPC) in 2018, in coordination with Collier County and the Collier MPO. The Vision's 70+ mile Conceptual Corridor, completed in 2019, was developed with consideration for existing and planned trails within:

- The Collier Metropolitan Planning Organization's (MPO) Bicycle and Pedestrian Master Plan
- The Florida Department of Environmental Protection's Florida Greenways and Trails System
- The Florida Department of Transportation's SUN Trail Network

In June 2019, the Collier MPO Governing Board formally expressed its support for the PCT vision through Resolution 2019-06.

The *Implementation Action Plan (Phase 1)*, created as part of the PCT vision, recommended development of a feasibility study to:

- Document consistent baseline information across the entire corridor
- Identify key issues and challenges
- Provide high-level identification of potential alternatives
- Position the trail for phased project development and implementation

In 2020, a state appropriation for the PCT Feasibility Study, sponsored by Senator Kathleen Passidomo, was included in the approved state budget. The state funding (\$250,000) is fiscally administered by the Florida Department of Transportation (FDOT) and local match is provided by Collier County (\$60,000), the City of Naples (\$30,000) and NPC (\$10,000). **NPC, the Study Team Lead, is managing the PCT Feasibility Study which formally commenced in April 2021, following Notice to Proceed by FDOT, Collier County and the City of Naples. Kimley-Horn is the Study Team Consultant.**



PCT Purpose and Planned Use

The purpose of the PCT was collectively defined through input from the Collier Pathway Vision Launch Meeting (March 12, 2019), PCT Feasibility Study Project Launch Meeting (May 20, 2021), and PCT Feasibility Study Agency Partner Meeting (June 25, 2021).

The purpose and planned use of the Paradise Coast Trail is to be:

- A premier facility that connects Naples to destinations throughout Collier County and beyond, serving as a catalyst for trail-based business and economic activity
- An inviting corridor that draws visitors and residents to explore the beauty of the Paradise Coast
- A 70+ mile regional spine trail system that expands access to active transportation opportunities and significantly advances Collier County’s bicycling and walking network
- A safe, separated, non-motorized path that provides healthy recreation and accommodates the following uses¹:
 - Walking
 - Hiking
 - Jogging
 - Bicycling
 - Rollerblading/Skating
 - Walking with Strollers
 - Walking with Dogs
 - Use of Mobility Assistive Devices for Persons with Disabilities

PCT Feasibility Study Objectives

The broad objectives of the PCT Feasibility Study are drawn from the partner-approved Scope of Work (see attached) and were affirmed during the PCT Feasibility Study Project Launch Meeting (May 20, 2021) and PCT Feasibility Study Agency Partner Meeting (June 25, 2021).

The PCT Feasibility Study Objectives are:

- Engage and solicit input from the community and stakeholders
- Provide baseline documentation for the entire conceptual corridor
- Divide the corridor into logical and manageable segments
- Conduct high level evaluation of up to two alternative routes for each segment

¹ Equestrian use is not currently planned for the PCT. As individual trail segments are developed in the future, equestrian use within a parallel non-paved pathway may be a consideration in specific settings where: the appropriate context exists; the right criteria can be met to provide for safe use and interaction with other trail uses; the demand is sufficient to justify including an equestrian pathway; and appropriate additional funding is provided.



- Categorize corridor segments by level of readiness to inform prioritization
- Focus initial environmental reviews on segments that connect from Naples, balanced with the consideration of segment readiness and the ability to advance segments directly to design
- Develop an action plan that defines the path forward for programming and project development

Communication and Coordination Framework

As a multi-partner project, it is critical to define the communication and coordination framework for the PCT Feasibility Study Team. The following are the key partners and their respective communication and coordination roles:

Study Team Lead – Naples Pathways Coalition

- Provides overall study direction and oversees the Study Team Consultant's execution of the Scope of Work
- Ensures that draft and final deliverables completed by the Study Team Consultant are transmitted to the Study Team Partners for review and approval
- Coordinates with Study Team Partners to ensure that their input is meaningfully incorporated throughout the study process
- Reviews and approves draft and final deliverables after consultation with Study Team Partners

Study Team Partners – FDOT, Collier County, City of Naples

- Provides input to the Study Team Lead and Consultant during the study development process
- Reviews and approves draft and final deliverables transmitted by the Study Team Lead, or Study Team Consultant, if submitted on their behalf
- Communicates with Study Team Consultant through Study Team Lead, unless otherwise defined

Study Team Consultant – Kimley-Horn

- Provides direct support to the Study Team Lead and general support to the Study Team
- Executes the partner-approved Scope of Work and provides draft and final deliverables to the Study Team Lead for review and approval
- Addresses issues and comments provided by the Study Team Lead on behalf of the Study Team
- Communicates to Study Team Partners through or in coordination with Study Team Lead, unless otherwise defined

Study Advisor – Collier MPO

- Provides advisory support and coordination regarding planning alignment and the potential approach to prioritizing and funding the PCT



Attachments

Attachment A - Paradise Coast Trail Feasibility Study Scope of Work

Attachment B - Proposed Schedule



Paradise Coast Trail Feasibility Study - Scope of Services

TASK 1. PROJECT LAUNCH and CHARTER

The Consultant will coordinate a Project Launch Meeting with the Client to discuss the project scope and proposed schedule. The Consultant will facilitate this meeting to obtain input from the Client for development of a Project Charter. The Project Charter will consist of project goals and objectives, purpose statement, communication approach, and a definition of trail uses. The Consultant will prepare the draft Project Charter and submit to the Client for review. The Consultant will finalize the Project Charter based upon input and submit the final to the Client for approval. The approved Project Charter will be included in the Final Pathway Report (Task 6).

Task 1 Deliverable – To be completed within 3 months from execution of this contract.

Project Charter (PDF) to consist of:

- Paradise Coast Trail Purpose Statement
- Project Scope
- Project Schedule
- Project Goals and Objectives
- Project Decision-Making and Communication Framework

TASK 2. INVENTORY AND DATA COLLECTION

The Consultant will conduct an inventory and data collection process to map and describe existing conditions across the entire PCT conceptual corridor which was delineated during development of the PCT vision in 2019. The Consultant will coordinate with NPC, Collier County, and the Collier MPO to determine any adjustments to the previously defined conceptual corridor. Based upon these revisions, the Consultant will prepare the PCT Corridor Map.

On-the-ground and geographic information system (GIS) data collection methods will be utilized to analyze the conceptual corridor. This will include collecting available, previously published data to support desktop analysis and guide planning to maximize connectivity to centers and destinations. The anticipated data and information sources that will be included in the review are:

- Municipal Boundaries
- Public Rights-of-Way and Easements
- Utility, Drainage and Other Rights-of-Way and Easements
- Other Existing Utilities
- Railroad Rights-of-Way and Easements
- Property Ownership/Tax Maps
- Land Use
- Topographic and Soils Data
- Natural Resource Inventories
- Cultural, Historic & Archeological Resource Inventories
- Existing and Planned Local and Regional Trails
- Existing and Planned On-road Bicycle and Pedestrian Facilities
- As-Builts for Adjoining Roadways, Intersections & Markings
- Aerials of Study Area

This data will be utilized to identify constraints and opportunities that will guide development of alternative alignments under Task 3. Constraints may include natural and cultural resources such as wetlands, protected species, designated conservation lands, and historic or archaeological sites.

Constraints may also include existing facilities, developments or ownership that would preclude trail development. Potential opportunities may include linear rights-of-way such as utility corridors, roadways, canals and railroads. The Consultant will compile the applicable data and information from the review to complete a Systemwide Existing Conditions Summary.

Task 2 Deliverables (PDFs) – To be completed within 6 months from execution of this contract.

PCT Corridor Map
Systemwide Existing Conditions Summary

TASK 3. SYSTEMWIDE FEASIBILITY ANALYSIS and CONCEPTS

Based upon data and information from Task 2 and input from agency partners and stakeholders from Task 4, the Consultant will conduct a systemwide evaluation. The overall corridor will be divided into logical segments based upon locational and other criteria. The segmentation will be depicted in a Corridor Segment Overview Map.

Each segment will be evaluated through a preliminary, high-level assessment and feasibility analysis. The Consultant will develop a Segment Evaluation Matrix that defines status, constraints and opportunities for each segment, including the anticipated environmental requirements that will need to be met.

The Consultant will group segments into tiers based upon readiness and key factors defined by NPC, in coordination with agency partners and stakeholders. This Segment Tier Grouping will help to establish the approach to developing a recommended strategy for prioritizing, programming and funding the PCT which will be developed for the Implementation Action Plan (Task 5).

The Consultant will prepare up to two (2) preliminary Alternative Alignments for each segment. Development of preliminary alignments will utilize data, information and input collected through Task 2 and Task 5 and will consider the following:

- Defined PCT goals and purpose
- Potential community connections, public access, and user experience
- Minimizing impacts to environmental, cultural, historical and/or archeological resources
- Right-of-way opportunities and challenges
- Local, state and federal requirements (City of Naples, Collier County, FDOT, FHWA)

The evaluation will be developed to prepare each segment for the environmental phase of work. The environmental review will be completed for two (2) identified segments (Task 7) as determined in coordination with NPC. Environmental review of all other PCT segments will be conducted separately, outside of this study.

The Consultant will develop up to four (4) Conceptual Typical Sections for the most common trail scenarios to support visualization and aid preparation of Opinions of Probable Construction Cost. The Consultant will prepare preliminary Opinions of Probable Construction Costs and high-level

Estimated Right-of-Way Requirements for each alignment alternative. The Consultant has no control over the cost of labor, materials, equipment, or over a Contractor's methods of determining prices or over competitive bidding or market conditions. Opinions of probable costs provided herein are based on the information known to the Consultant at the time this work is conducted and represent only the Consultant's judgement as a design professional familiar with the construction industry. The Consultant cannot and does not guarantee that proposals, bids, or actual construction costs will not vary from its opinions of probable costs.

Task 3 Deliverables (PDFs) – To be completed within 12 months from execution of this contract.

Corridor Segment Overview Map
Segment Evaluation Matrix – Table

Segment Tier Grouping – Table
Alternative Alignments (up to 2 per segment) – One (1) Map per segment
Conceptual Typical Sections (up to 4 total)
Opinion of Probable Construction Costs for Alignment Alternatives – Table
Estimated Right of Way Requirements for Alignment Alternatives – Table of estimated ROW acreage needs per segment

TASK 4. COORDINATION AND OUTREACH

Coordination and outreach for this project will build upon the agency outreach conducted during development of the PCT vision to reach the appropriate stakeholders and partners for the study. This will include a joint virtual Agency Partner Meeting to include Collier County, the Collier Metropolitan Planning Organization, the City of Naples, FDOT and other agencies as determined through the Project Launch Meeting. This will be effective for ensuring that agency partners with the biggest long-term role in planning, funding and developing the trail are continually engaged from the outset.

We will also coordinate and facilitate virtual Stakeholder Meetings with up to eight (8) priority stakeholders that are defined during the Project Launch and Agency Partner meetings in an effort to communicate the purpose of the overall PCT effort and to identify stakeholder issues, support and concerns. The intent of these meetings will be to provide critical “early-discovery” to shape the project and identify issues and opportunities specific to funding and partnerships.

At the appropriate stage in study development, the Consultant will facilitate a Public Open House to describe the project, explain the study, and receive input from the public. This meeting will be supported by maps and graphics that are developed as part of the study. The Open House will initiate a public comment period, the duration and details of which will be determined after Notice to Proceed. The Consultant will also develop a Virtual Open House alternative that consists of the same material as presented in the Public Open House. This material will be accessible online for a specified period of time following the Public Open House as an alternative to attending in-person. The Consultant will coordinate closely with the Client regarding project messaging and with the purpose of obtaining meaningful input through the Open House event and Virtual Open House alternative.

The Consultant will provide the deliverables from this study to the Client for posting on a website and/or distribution through digital means.

Task 4 Deliverables (PDFs) – To be completed within 14 months from execution of this contract.

One (1) Agency Partner and up to eight (8) Stakeholder Meetings

- Meeting Agendas
- Facilitation Questions
- Presentation Slides
- Meeting Summaries (prepared after meetings)

One (1) Public Open House and one (1) Virtual Open House

- Presentation Slides
- Up to 5 Maps to consist of systemwide map and 4 trail section maps
- Up to 4 Display Boards that include appropriate graphics and information prepared under Task 2 and Task 3
- Event Sign Boards

Coordination and Outreach Summary (prepared after Open House and public input period)

TASK 5. IMPLEMENTATION ACTION PLAN

The Consultant will develop an Implementation Action Plan that builds upon the information developed by Kimley-Horn for NPC during development of the PCT vision (2019). As part of this plan, the Consultant will prepare a recommended strategy for prioritizing, programming and funding the PCT to serve as an actionable path forward to maximize the value of the feasibility analysis and segment readiness in Task 3 to identify the sequence of segments to pursue with the intent of supporting a stable, long-term approach to completing the entire project.

The Implementation Action Plan will consist of:

- Summary of key statistics and information related to the benefits of trails to support project promotion
- A recommended strategy for prioritizing, programming and funding the PCT, developed in coordination with FDOT, Collier County, the Collier MPO, and other partners
- Overview of trail management best practices including estimates of maintenance and operation costs for typical trail scenarios

Task 5 Deliverables (PDF) – To be completed within 15 months from execution of this contract.

Implementation Action Plan

TASK 6. PATHWAY REPORT

The Consultant will develop a draft Pathway Report consisting of key components developed under Tasks 1-5, specifically including the Systemwide Feasibility Analysis, Coordination and Outreach Summary, and Implementation Action Plan. The draft Pathway Report will be submitted to PCT for review and one round of comments.

The Final Pathway Report will incorporate comments and will include an Appendix to provide comprehensive documentation. All feasibility study components within this scope of services will be documented in the Final Pathway Report to be fully compliant with applicable requirements and with the purpose of preparing PCT segments for future project development.

Task 6 Deliverables (PDFs) – To be completed within 16 months from execution of this contract.

Draft Pathway Report

- Executive Summary
- Systemwide Feasibility Analysis (Key Deliverables from Task 3)
- Coordination and Outreach Summary (from Task 4)
- Implementation Action Plan (from Task 5)

Final Pathway Report

Revised Pathway Report

Appendix to include:

- Project Charter (Task 1)
- Existing Conditions Summary (Task 2)
- Technical Memorandum (Task 7)

TASK 7. PRIORITY SEGMENT ENVIRONMENTAL REVIEW

Based upon the analysis conducted in Task 3 and direction from NPC, two (2) priority segments will be identified for advancement into environmental review. The level of environmental review for the priority segments will depend on factors such as proximity within state-owned transportation facilities, level of interaction with federal transportation facilities (e.g. Interstate 75), and funding sources sought. The environmental phase will be completed for each segment with the intent to prepare it, to the extent feasible, for the design phase.

At a minimum, the Consultant will conduct a Natural Resource Assessment to identify wetlands and surface waters and upland habitats (including potential sensitive habitats) on-site and will evaluate the potential for usage by protected species. In preparing this assessment, Kimley-Horn will conduct the following tasks:

- Review readily available natural resource documentation, previous environmental studies, existing permits (if available) and protected species information
- Request and review information from the Florida Natural Areas Inventory (FNAI) and the Florida Fish and Wildlife Conservation Commission (FWC) regarding known occurrences of protected species on and near the subject property
- Request and review information from the State Historic Preservation Officer (SHPO) regarding historic and archaeological resources
- Review the Flood Insurance Rate Map (FIRM) to determine if the project is within the 100-year floodplain
- Review historic aerials
- Site reconnaissance

Following the site visit and database review, a Technical Memorandum will be prepared summarizing our findings, permit requirements, and identification of additional surveys or evaluations required, if applicable. The following maps will be prepared:

- Land cover map classifying the habitats on-site based on the Florida Land Use, Cover, and Forms Classification System (FLUCFCS) and showing approximate acreage of each land cover. The acreage of upland and wetland habitats shown will be approximate based on aerial interpretation and field delineation
- Soils map
- FEMA FIRM flood map
- USGS Quad map
- Location map

If applicable, a Type 1 Categorical Exclusion (for federal involvement) and/or a Non-Major State Action (for state involvement only) will be prepared in accordance with Florida Department of Transportation requirements.

TASK 7 Deliverables (PDFs) – To be completed within 18 months from execution of this contract.

Technical Memorandum to include the following for two (2) priority segments:

- Natural Resource Assessment findings
- Permit requirements
- Identification of additional surveys or evaluations required, if applicable.

If determined to be applicable, a Type 1 Categorical Exclusion (for federal involvement) and/or a Non-Major State Action (for state involvement only) will be prepared for each segment.

Paradise Coast Trail Feasibility Study - Proposed Schedule

As of 07-08-21

		2021												2022				
		May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May				
TASK	Activity																	
1	Project Launch Meeting																	
	Project Charter																	
2	PCT Corridor - Map																	
	Existing Conditions Summary - Report																	
3	Corridor Segment Overview - Map																	
	Segment Evaluation Matrix - Table																	
	Segment Tier Grouping - Table																	
	Alternatives (2 per segment) - Maps																	
	Concept. Typical Sections (4) - Renderings																	
	Construction Costs for Alternatives - Table																	
	Estimated ROW for Alternatives - Table																	
4	Agency Partner Meeting																	
	Stakeholder Meetings																	
	Public Open House																	
	Virtual Open House																	
	Coordination and Outreach Summary																	
5	Implementation Action Plan																	
6	Draft Pathway Report																	
	Final Pathway Report																	
7	Environmental Review Tech Memorandum #1																	
	Environmental Review Tech Memorandum #2																	