

# Scope of Work (Revised 10.16.19)

Based on the RFP, our understanding of NYS Agricultural and Farmland Protection Program, and our project experience, the following Scope of Services outlines our approach for this the Town-wide Farmland Protection & Agricultural Development Plan:

## Part 1 – Farmland Protection

### 1. PROJECT INITIATION

Wendel, utilizing our Project Management Operating System (PMOS), will set up a Project Plan to ensure that the project is delivered on time and on budget and that it meets the requirements of the Town of Amherst and New York State. The Project Plan will also establish the framework for the project kick-off meeting, and other project related meetings.

#### a. Project Kick-Off Meeting

It is our assumption that the Town will establish an Agricultural Advisory Committee prior to the commencement of this project who will be responsible for overseeing the preparation of the Plan, and for providing guidance on the direction of the Plan throughout the project. We will work with this Committee to ensure that the AFPP reflects local needs and desires. The project will also be coordinated with the NYS Department of Agriculture and Markets.

The Wendel Project Team will attend a kick-off meeting with the Town's Agricultural Advisory Committee to initiate work on the project. We will work with this Committee to facilitate information gathering/sharing and help build broader support for the Plan during its preparation. It is anticipated that the Project Team will meet with the Committee up to four more times over the course of the project. Coordination will occur throughout the process.



This first meeting with the Committee will accomplish the following:

- Obtain agreement on the duties and expectations of the Advisory Committee;
- Confirm the scope of services tasks and deliverables;
- Provide the Team with up-to-date copies of all reports, data and studies relevant for this project;
- Review the project schedule, including the schedule for future Committee meetings;
- Review the public participation plan; use of the Town website for keeping the public informed on the progress of the plan, creation of a project-specific email address hosted by the Town of Amherst, potential stakeholders to include in the process and select dates and locations for the first stakeholders' and public meetings; and
- Establish/discuss preliminary list of issues and opportunities and vision for farming in the Town.

**Deliverables:** Advisory Committee meeting summaries

b. Public Engagement

**Meetings**

Based on the approved public participation plan, the Project Team will conduct two meetings with the public, which will include:

- One meeting conducted early in the project schedule, once some data is collected and analyzed, to gather comments on existing issues and opportunities for farming and agriculture in the Town. Information gathered at this meeting will also help in developing goals and objectives for the AFPP.
- The second meeting occurring right before the preliminary draft of the AFPP is completed to vet project findings and proposed recommendations.



c. Stakeholders' Meetings

Working with the Advisory Committee, the Project Team will identify stakeholders and other parties of interest, such as farmers, agricultural related business owners, agricultural tourism related businesses, specialty organizations, County representatives, agricultural agencies/organizations, etc. (this effort could be coordinated with the LWRP outreach initiatives). The following meetings will be held with stakeholders and will occur in conjunction with the public meetings noted above.

- The first stakeholders' meeting will occur early in the project schedule to make sure we understand the issues, get input on needs and desires, discuss the coordination of agriculture in the community, and get feedback on the ideas presented in the RFP. Information gathered at this meeting will also be used to develop the goals and objectives for the AFPP.
- The second stakeholders' meeting will occur later in the project to help ensure we have a solid understanding of the issues and opportunities that exist for farming and that we are heading in the right direction (including input on completed tasks).

Throughout the process, the Wendel Team will work with the Advisory Committee and Stakeholders to post information on the Town’s website to help ensure that citizens and other interested parties are kept up to date. We will also work with the Committee to coordinate the issuance of press releases to the media and on other ways of “getting the word out” about project meetings.

**Deliverables:** Press releases and other promotional materials for meetings; handouts and mapping, as required, for public meetings and stakeholders’ meetings summaries.

## 2. GOALS AND OBJECTIVES



The Goals and Objectives section of the plan articulates the vision and priorities of the future of agriculture and farming in the Amherst community. The goals and objectives provide guidance and a standard that proposed recommendations can be measured against. In developing the goals and objectives, attention will be paid to the guidance and recommendations set forth in the Town of Amherst Bicentennial Comprehensive Plan, the Erie County Agricultural and Farmland Protection Plan, the LWRP work, State Agriculture policies, and other relevant documents, as well as input provided by farmers and other stakeholders, and the public, as gathered at the meetings outlined under Task 2 above.

The preliminary vision for agriculture and the goals and objectives will be provided to the Advisory Committee for their review and comments. Revisions will be made based on feedback from the Committee. The accepted goals will be presented in the Plan, along with a description of the efforts taken to gather public and stakeholder input. The goals will also be used to establish the framework for the presentation of recommendations for agricultural protection that will be outlined in report.

**Deliverables:** Draft Vision, Goals and Objectives Section of the plan.

## 3. INVENTORY AND ASSESSMENT OF EXISTING AGRICULTURAL RESOURCES AND ACTIVITIES

This section of the AFPP will provide the Town with a comprehensive overview of the existing conditions of agriculture and farming in the community. Under this task, the Project Team will work with the Advisory Committee and other farming community representatives to gather existing data, studies and information concerning farming and agricultural activity in the Town of Amherst. We will consult with the Erie County

Department of Environment and Planning, the Erie County Farm Bureau, the Erie County Soil and Water Conservation Service and the Erie County Cooperative Extension to learn more about the farming industry in the community and the issues and opportunities that may exist. The initial public and stakeholders’ meetings will be conducted as a part of this task to gather input from citizens and

other farming interests.

a. **Inventory and Mapping of Resources**

The Town of Amherst has a robust GIS database, and will provide Wendel with the applicable layers for the development of maps to supplement the inventory information. Mapping will include existing land use and zoning, the agricultural district boundary, identified agricultural parcels, prime farm soils and soils of statewide significance, natural features and existing infrastructure (water and sewer).

b. **Data Collection**

The following elements will be included in the inventory:



- **Agricultural Land and Resources**

Location, type and intensity of existing land use through the examination of aerial photography, real property service data and other information; land use breakdown by percentage/acreage; location of agricultural lands and activities and lands to may warrant protection; location of agricultural districts; important soils/prime farm soils; identification of existing farm markets and support services and local food products produced in the area; existing agritourism activities or opportunities; and building permit trends and data to evaluate development pressures. Supporting maps will likely include Existing Land Use, Active Farms by Type, and State Agricultural Districts.

- **Existing Land Use Regulations**

Zoning regulations and identification of other existing regulatory mechanisms for protecting farmland and promoting farming activities; review of existing zoning map and rezoning history; percentage/acreage of lands zoned for agriculture and other land uses; identification of zoning/land use conflict areas and areas where development or development pressure is occurring; subdivision regulations; special districts and other applicable laws. Land development review and approval processes will also be examined.

- **Environmental Resources / Sensitive Environmental Areas**

Location of significant environmental resources and constraints, including wetlands (mapped Federal and State), prime farm soils and soils of Statewide significance, significant wildlife habitats (if any), flood zones, streams and creeks.

- **Socio-economic Data and Economic Assessment**

Present and projected socio-economic data, such as population trends, demographic profile (age, household structure, etc.), labor force, trends in building permits, market value of agricultural products sold in community, property value and taxes, and other data relevant for the economic analysis of farming in the community. Additionally, economic statistics from the farming industry in the Town will be evaluated to identify market trends and changes and

issues of concern.

- **Infrastructure**

Location of existing public water and sewer districts; extent of unsewered areas; available information on capacity of infrastructure systems; known problem areas and/or areas of potential conflict with agricultural districts. Existing stormwater drainage systems and patterns will also be assessed to determine if there are areas with drainage problems.

- **Existing Plans and Studies**

Review of the Town of Amherst Comprehensive Plan, Erie County Agricultural and Farmland Protection Plan and other relevant plans or studies for the Town and region.

c. **Analysis of Findings and Recommendations for Farmland Protection**

This data collected under the inventory will be analyzed with an eye towards the Town's Goals and Objectives, the Town's Bicentennial Comprehensive Plan, and available information from other Town studies (LWRP, Recreation, etc.). The Wendel Project Team will draw preliminary conclusions regarding issues and concerns related to farming and agricultural activity in the Town of Amherst. Our analysis will incorporate information from the inventory and project mapping, the results of the first public information and stakeholders' meetings and input provided from Advisory Committee meetings. As materials and information are compiled as part of the inventory section of the Agricultural and Farmland Protection Plan, this information will be evaluated to identify issues and concerns and potential opportunities. The findings of this data analysis and assessment will be reviewed with the Advisory Committee and utilized for the development of recommendations and strategies for agricultural and farmland protection. The analysis will include the following.

SECTION 03  
SCOPE OF WORK

- **SWOT Analysis**

The Project Team will look at how the Town is developing now, and how that is affecting agricultural activities and farming in the community. An analysis of Strengths, Weaknesses, Opportunities and Threats (SWOT) will be prepared to determine where opportunities exist within and outside of the community, as well as the pressures and influences on farming, such as the demand to convert farmland properties for other uses. Potential areas where lands should be protected for the continuation and expansion of agricultural uses will be identified and mapped based on the findings.

- **Land Evaluation and Site Assessment (LESA)**

It is our understanding that during the grant application process the Town produced a Land Evaluation and Site Assessment (LESA) which analyzed existing and potential farmland to determine the importance and priority of farmland for preservation. The Wendel team will use this existing assessment to develop an updated rating system. We will consider the



Town's updated vision for agriculture, the information collected in the inventory of lands and resources, and through input from the Advisory Committee and stakeholders.

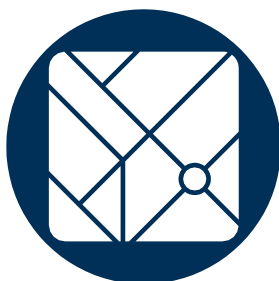
This updated "LESA" will allow the Town to better rate the lands in the community for their agricultural and conservational value.



- **Farm Friendly Analysis of Land Use Regulations**

An evaluation of existing zoning and other land use regulations will be conducted to determine their effectiveness for the promotion and protection of agricultural and farmland uses, including what zoning districts exist, what uses are permitted as-of-right and by special permit, provisions for raising crops and the keeping of animals, etc. We will also analyze any existing solar or communications ordinances with an eye towards farmland promotion and protection. This analysis will determine the consistency of existing regulations with identified goals, policies and priorities. The project Team will identify existing regulatory mechanisms for protecting farmland and promoting farming activities and will provide the Town with recommendations for revisions to existing regulations. Potential regulatory improvements and needed revisions to local review and approval processes will also be identified, which may require amendments to the existing zoning or other Town regulations. We will identify what modifications to the code are needed, provide clear guidance on what should be changed, and provide model language, if available.

The Findings and Analysis section of the AFPP will identify areas where action is needed to effectively protect agricultural uses in the Town. It will also include a listing of potential actions and strategies that could be employed by the Town for agricultural protection.



The information generated through the analysis of findings will also be used to develop recommendations that will be listed under the goals statements to outline strategies for their achievement. Prior to compilation of the draft AFPP, the Project Team will coordinate with the Advisory Committee to undertake the second round of meetings, including a Public Focus Meeting and an additional meeting with stakeholders to gather comments on the goals, findings and recommendations. Any comments gathered from these meetings would be discussed with the Advisory Committee and addressed as part of the preparation of the draft AFPP report.

As part of the analysis of information, the Project Team will provide the LWRP Planning consultants with relevant information for their policy development.

**Deliverables:** Draft of Inventory and Assessment Section of the plan, with supporting maps and graphics; and draft Analysis of Findings and Recommendations Section of the plan, with supporting mapping and graphics.

## 4. IMPLEMENTATION

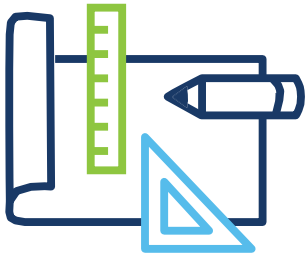
Based on the findings of the analysis of data, as outlined above, an Action Plan for moving forward will be developed that outlined how to implement the goals, recommendations and strategies identified in the Analysis and Recommendations

Section of the Plan. The recommended actions will be prioritized in a matrix to determine what can be reasonably accomplished, responsible parties and partners, and potential funding sources.

Timeframes for completing the actions will also be estimated as short, intermediate and long-term priorities, with the long-term category to include actions that may be needed for specific projects in the future, or alternatives for actions that are not achieving their anticipated goal.

A final component of the Implementation Strategy is the establishment of a process to evaluate the community's progress toward implementing the recommendations of the Plan and ensuring that the Town of Amherst Agricultural and Farmland Protection Plan remains up-to-date and relevant. We will include a recommendation for the continuance of the Agricultural Advisory Committee to act in the capacity of an Implementation Committee, whose duty will be to monitor the implementation of the Plan, report to community leaders annually on its progress, and identify implementation items to be pursued for the coming year at budget time.

**Deliverables:** Implementation summary and matrix to identify priority projects.



## 5. DRAFT PLANS

The Project Team will compile the above deliverables into a draft Agriculture and Farmland Protection Plan for review by the Advisory Committee. This final draft will respond to any and all comments received from the Advisory committee and the NYS Department of Agriculture and Markets

### Part 2 – Agricultural Development

As part of the development of the Agricultural and Farmland Protection Plan, the Town of Amherst has requested an examination of specific areas of interest relating to agricultural economic development. This work will be done in coordination with the findings and analysis component of the AFPP and will include the following items. Note, other actions may be developed during the planning process and will be included in the AFPP, but these specific topics from the RFP are a required component of the development of the Plan. The following scope or services will be provided by Camoin 310. The below scope includes two (2) trips for the Camoin team to the Town of Amherst.

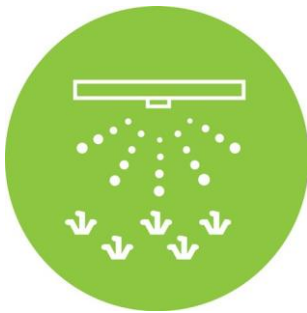


## 1. QUASI-PUBLIC INCUBATOR SPACE / AGRIBUSINESS PARK

We will use the data gathered about existing Town and regional assets, combined with current research and our experience in assessing similar facilities to establish success criteria for an agribusiness support facility in Town. Factors would include but not be limited to number and proximity of potential users, resources to provide programming, potential budget, and similar or complementary facilities in the region. The goal will be to determine what is currently in place to support such a facility and what can be implemented by the Town alone or with partners.

**Deliverables:** A brief report on potential feasibility and a preliminary recommendation on whether the Town should move forward with a full business plan.

## 2. HEMP INDUSTRY INITIATIVE AND PRODUCT AND MARKET DIVERSITY



This analysis will begin with research into the national and regional emergence of the hemp industry, including information on supply chain and downstream uses. Crops that have similar requirements will be identified to provide greater potential diversity of users for a facility that assists with production – whether drying, packaging, or other needs.

We will also review the status of the legalization of recreational cannabis in New York and the growth of the medicinal cannabis market and evaluate where regional and local centers of activity are most likely to develop.

Uses for existing growers and farmers, including greenhouse flowers will also be considered, as diverse users and crops create a more resilient local economy and garner greater public acceptance and excitement.

In addition to surveying the prospective users of an agribusiness facility, we will also provide a survey of innovation in controlled climate agriculture systems and equipment, such as hydroponics and vertical greenhouse technology that is being adopted to increase crop yields in small spaces and to enable growing in severe climates. These innovations can support cash crops, truck farms, and flower gardening and nurseries. Needed resources such as clean water, transportation and warehousing, and competitively priced electric power will be identified.

**Deliverables:** A draft report briefly assessing the emerging hemp, cannabis, and related agribusiness nationally and regionally, with specific activities the Town of Amherst can take to strengthen its role in the region and benefit local residents and businesses.



### 3. AGRICULTURE AND NATURAL RESOURCES TOURISM INITIATIVE



This task will build on the Inventory of Existing Agricultural Assets from Part I. We will also evaluate current branding and wayfinding among nearby communities for paths and trails that are both shared and stand alone. We will identify physical gaps, such as trails that could be connected, and marketing gaps such as assets not recognized. The goal will be to identify what the Initiative should plan to accomplish, including a methodology for selecting activities, tasks for establishing a budget, securing funding and partners, and tips for planning that build incrementally toward strategic outcomes.

**Deliverables:** A draft guidance document that will establish a process the Town can undertake to envision, set strategic goals for, and establish an Agriculture and Natural Resources Tourism Initiative.

**Part 2 Final Deliverables:** We will present all of our deliverables through web-enabled conference calls where possible, soliciting and implementing input from the Town to create final reports in executive summary format that provides clear recommendations, tasks, and success factors to guide implementation. The final deliverables will be presented in-person at the final public meeting.

## Assumptions

Wendel has made the following assumptions in preparing this proposal:

- The Town of Amherst Town Board will establish an Agricultural Protection Plan Advisory Committee.
- Available and necessary data and information from Town and County departments will be made accessible for this project.
- Assistance of the Advisory Committee with data collection and other information gathering will be provided, as required.
- Facilitation of interaction and cooperation from all Town departments and agencies and other key stakeholders.
- Identified revisions to local laws or regulations are not included under this Scope of Services.
- Assistance from the Town with public outreach, including promoting and arranging public meetings and stakeholders meetings, and the provision of venues for these meetings.
- Active participation on behalf of the Town in the planning process.
- Respect of all milestone / due dates for the review of project information per the agreed upon schedule.
- SEQR Review and attendance at the Public Hearing is not included under this Scope of Services.
- Wendel will provide Town with information for posting to the website.

## Additional Scope

During project kick-off we will work with the Town and Advisory Committee to identify additional scope items that can be performed by the Town or by the Wendel Team. Additional fees will be discussed at that time.

Some possible scope may include:

### **Survey**

Following the first public meeting and the first stakeholders meeting, the Wendel team will work with the Committee to develop a survey. This survey will be posted to an online service such as Survey Monkey. Our fee assumes that Wendel will monitor the survey and assess the results once the survey has been closed. Final survey data and assessment will be provided to the Town.

### **Interviews**

Conduct up to five (5) one on one interviews with key stakeholders to gather site-specific data on their operations, and insight into the future of agriculture in Amherst.

### **Field Verification/Site Survey**

To supplement the desktop review, perform in-field verifications for select sites. This survey could be performed over the course of four (4) hours from a vehicle.