

Request for Proposals for Growing Transit Communities East Corridor Implementation Support

Submissions Due: May 11, 2012

I. REQUEST

The Puget Sound Regional Council (PSRC) is requesting proposals from firms to conduct analysis and develop recommendations to support and catalyze equitable transit oriented development at East Corridor rapid transit station areas.

The work will be subject to PSRC's proposal review and consultant selection process. The available budget for this project is up to **\$250,000**, with the possibility of additional funds if overall project budget and work program allows. Submittals must be received at PSRC's office by Close of Business **May 11, 2012**.

PSRC promotes equal employment opportunity in the evaluation of any proposal and in the award of any resultant contract. PSRC's work program complies with applicable federal, state, and local laws, regulations, and procedures.

Respondents to this Request for Proposal (RFP) should prepare technical descriptions of the research and development activities proposed for the tasks outlined below. At a minimum, proposals should include address the items below as well as the proposal requirements specified in Sections IX, X and XI:

- A brief technical discussion of the issues described in Part III (Proposed Scope of Work) of this document.
- The schedule and resources to be devoted to each task, including the number of hours to be spent by each major contributor.
- The work products to be prepared under each task.
- All staff and any sub-consultant teams who will be carrying out the work.
- A schedule reflecting the completion dates presented in Section IV (Project Schedule).

II. BACKGROUND

With support from the U.S. Department of Housing and Urban Development's Sustainable Communities Regional Planning Grant Program, PSRC is coordinating a regional partnership, called the Growing Transit Communities Partnership, joining cities, development interests, the business community, housing authorities, community based organizations, counties, public health agencies, affordable housing advocates, and educational institutions to help local communities make the most of new light rail service, bus rapid transit and other transit investments. One significant objective is to identify unique roles and opportunities for community development associated with the more than \$15 billion investment in new high capacity transit systems through the coordination and direct involvement of a wider array of stakeholders, both public and private, along light rail corridors to the north, east, and south.

This Growing Transit Communities Partnership is supporting neighborhood planning for sustainable communities around more than 60 new transit centers that are expected in the region in the next 20 years. The Partnership's goal is to put jobs and opportunity closer to where people live, while sustaining a healthy environment and a healthy economy in the decades to come.

Corridor task forces have been formed for each of the North, East, and South light rail corridors. These Task forces are charged with analyzing and reviewing existing conditions, and identifying unique opportunities and challenges for development of existing and future transit station areas. They will help to develop broad agreement on corridor action strategies as a basis for achieving the regional transit-oriented development (TOD) vision via corridor-specific guiding principles and approaches. Work includes data-based analyses of existing transit and demographic conditions in the corridors, and the development of recommendations for how to accelerate the scope and scale of transit-oriented development that will meet the diverse needs of the region's communities.

The region's light rail investment corridors are at different stages of planning and development. In 2011, the Sound Transit Board of Directors made a final decision about the East Link light rail corridor alignment and station locations, and local jurisdictions (Seattle, Mercer Island, Bellevue, and Redmond) have largely completed local planning efforts for most station areas. Through a series of meetings, the East Corridor Task Force examined key issues and potential barriers to transit oriented development in the East Corridor. The Task Force identified the need for detailed strategies and action steps to implement existing local plans, particularly in the areas of 1 Affordable Housing Development), 2) Business Retention and Attraction, 3) Public and Private Partnerships Strategies, and 4) Transportation Access and Connectivity. PSRC and its partners are seeking consultant assistance in identifying actions and strategies to address these issues and support transit oriented development.

Project Management

As the lead and fiduciary agent for the Growing Transit Communities Partnership grant, PSRC will have overall project management responsibilities, but the work for all three phases identified below will be informed by representatives of the East Corridor Task Force, called the Project Management Team. The members will be solicited from the general membership of the Task Force and confirmed by the Task Force co-chairs.

Information on the East Corridor Task Force and its membership is here:

<http://www.psrc.org/about/advisory/gtc-committees/corridor-task-forces/east-corridor-task-force/>

III. PROPOSED SCOPE OF WORK

The scope of work is divided into two phases, with several tasks describing the steps the consultant will undertake in each phase. While the allocation of labor, fees, and tasks across the phases has some flexibility, the phases are designed to take what is accomplished in a preceding task or phase as a basis for the subsequent task or phase. Phase Two is expected to be the most intensive, with corresponding budget, tasks, and duration.

Before the completion of each phase, findings will be presented to the East Corridor Task Force for feedback. This will be done at regularly scheduled Task Force meetings.

The potential site locations are located in the cities of Bellevue and Redmond along the East Link Light Rail lines and King County Metro Rapid Ride route B.

Implementation issues to address were developed by the East Corridor Task Force through a series of meetings:

- **Affordable Housing**
- **Business Retention and Attraction**
- **Partnerships**
- **Transportation Access and Connectivity**

This listing is alphabetical and does not indicate priority. Issues should be addressed in Phase 1 with equal weight and emphasis.

A. PURPOSE

When developing the Growing Transit Communities Partnership work plan, partners felt that it was important to include implementation activities in specific station areas of the region's future rapid transit corridors to serve as demonstration elements or templates that can serve as models for other parts of the region. The purpose of this RFP is to engage consultant support to identify actions to address key implementation challenges and catalyze transit-oriented development in East Corridor station areas and transit nodes.

A map of corridor is included at the end of the RFP.

B. TASK DETAILS

In its discussion of how to incent and accommodate equitable transit oriented development in station areas, the Task Force identified potential research that might be useful in addressing core research questions. While those approaches are identified below, these are a starting point; the consultant should feel free to use its expertise to identify the most promising approaches to addressing the research questions.

Phase 1: Best Practices Research & High-Level Assessment of Station Areas

The consultant will perform a high-level assessment of conditions that will affect implementation of equitable transit oriented communities by analyzing five of the East Corridor's light rail station areas: Hospital Station, 120th Avenue Station, 130th Avenue Station, Overlake Village Station, and Overlake Transit Center. In addition, the consultant will consider issues in one or both of the Crossroads Metro Transit Rapid Ride Line B station areas (NE 10th Street Station, NE 15th Street Station).

The work in Phase 1 will provide detailed assessment of best practices to address priority implementation issues, and determine which stations to concentrate on in Phase 2, since not all can be included. The focus will be on an examination of how one or more of the following issues present particular challenges to implementing equitable transit-oriented development in that station area and how an innovative approach for an issue area could help to leverage opportunities and incent TOD implementation. More detailed development of recommended actions and strategies to address these issues will occur in Phase 2.

The consultant will pay particular attention to the following: 1) Affordable Housing Development, 2) Business Retention and Attraction, 3) Public and Private Partnerships, and 4) Transportation Access and Connectivity. These issues are of equal weight and described in more detail below.

Affordable Housing

As part of the Growing Transit Communities Partnership work program, PSRC and its consultants have developed several analyses and reports, including: 1) The *Growing Transit Communities Existing Conditions Report*, 2) a housing and commercial market analysis, and 3) “opportunity maps” in the report *Equity, Opportunity and Sustainability in the Central Puget Sound Region*. PSRC will make the findings and underlying data from these reports available to the consultant.

- What are the particular challenges to ensuring adequate affordable housing in the East Corridor?
- What is the current distribution of subsidized and non-subsidized affordable housing in the East Corridor? How does this compare to other rapid transit corridors?
- What best practices will support and retain affordable housing on the East Side?
- Are there priority areas to encourage affordable housing?
- Drawing from the sources identified above and other data, what are the critical affordable housing needs and opportunities in East Corridor station areas?

Business Retention and Attraction

In collaboration with Growing Transit Communities staff and partners, the consultant will identify station areas where developing business retention and attraction strategies will assist to incent and support transit-oriented development. Of particular concern is a better understanding of the needs and challenges of small businesses and strategies and approaches that may be necessary to support them in transit station areas, now and in the future. This includes an understanding of the unique roles they play in local communities. The consultant will provide a report addressing the following questions:

- What are best practices to support and retain businesses during major physical infrastructure changes?
- What types of businesses are desirable in different types of station areas?
- How can developers and partners create and maintain affordable commercial space that addresses design needs of small and disadvantaged businesses, today and in the future?
- What policies and tools can mitigate impacts to existing businesses so some new space is affordable and fulfills the needs of small, mid-sized, or disadvantaged businesses?
- Are there lessons learned or best practices from other communities that have been able to retain and attract small and diverse businesses?

Potential Research to Address Questions: 1) Evaluation of business needs and issues in East Corridor station areas. 2) Direct engagement of businesses presently in the East Corridor to understand whether remaining in a transit accessible area is a priority and their business needs before, during, and after construction if their businesses look to remain in its current location. 3) A literature review or case study of business relocation or retention strategies in regions throughout the United States with operating light rail or rapid transit systems. Possibilities include as the Rainier Valley, Portland’s Pearl District, the Los Angeles’ Gold Line or other relevant, equivalent areas.

Partnerships

Partnerships are seen as a critical element in the successful implementation of plans developed for transit station areas. In order to understand the opportunities for partnerships in the East Corridor, the consultant will provide a report addressing the following questions:

- What are the experiences of public-private partnerships in Washington State, including

public development authorities, transportation benefit districts, community facilities districts, and development agreements?

- What communities have used these techniques, for what projects, who was involved, what were the results, and what were the lessons learned?
- What were the drivers and economics of these partnerships? What were the risks and rewards?
- What would be needed at the local and state level to improve the effectiveness of public-private partnerships in East Corridor station areas?

Potential Research to Address Questions: 1) Inventory of existing partnership agreements and analysis of key provisions, timing, lessons learned, 2) A white paper of similar transit-oriented development partnership agreements executed in other parts of the country, outlining key provisions and lessons learned, 3) Report analyzing the drivers and economics of public and private partners in wishing to engage in such partnerships, including understanding and resolving the gap in available funding for private and public sector investments, and issues such as existing income streams that may act as a disincentive for redevelopment, 4) Background documentation of steps to pursue public-private partnerships, including stakeholder engagement, identifying broad roles and responsibilities of different partners, definitions of corridor public benefits and key provisions acceptable or non-negotiable to transit agencies, such as federal or state rules,

Transportation Access and Connectivity

In collaboration with Growing Transit Communities staff and partners, the consultant will identify station areas where addressing access and connectivity improvements will remove a significant barrier to transit oriented development and/or support transit ridership and accessibility. The consultant will provide a report addressing the following questions:

- What are the most effective ways to increase the use/connectivity of the station to the TOD area as well as to the larger community?
- What connectivity lessons have been learned in similar settings in other parts of the country?
- What is the estimated demand for walking and cycling to stations?
- What improvements or services may be necessary to accommodate special transportation needs, including people with mobility-challenges and seniors?
- How is this demand affected by access improvements?
- What role will auto travel likely play in the short-, medium-, and long-term in the East Corridor and how can transitions to less auto-orientation be accommodated?
- In general, what connectivity improvements (pedestrian, bicycle, local transit) would provide the greatest value on return for the investment?
- What is the value of these “missing links?”
- What are the opportunities to integrate local/feeder transit along the light rail system?

Potential Research to Address the Questions: 1) Analysis of Eastside travel patterns incorporating existing and future population and employment, and connectivity issues across multiple modes and impacts across different populations that have been identified in the East Corridor, 2) Case studies of corresponding issues that emerged or remained once Central Link, Rapid Ride, and other similar light rail systems were developed, 3) Recommended connectivity solutions with specificity to the East corridor based on lessons learned and identification of the different roles and responsibilities by each party with the jurisdiction to implement changes.

Phase 1—Task 1. Best Practices Research

Conduct research on best practices to address issue area questions and prepare reports summarizing results.

Deliverables: 1) White papers or best practices research reports addressing the four issue areas identified above.

Phase 1—Task 2. Align Issues, Research and East Corridor Station Areas

In collaboration with the project management team, the consultant will align the issues with the seven light rail and Rapid Ride station areas identified above, indicating the most promising areas to focus efforts in subsequent tasks. The consultant will present initial findings and recommendations to East Corridor Task Force at September and October 2012 monthly meetings.

Deliverables: 1) Matrix summarizing correspondence of Bel-Red, Overlake and Crossroads Study Areas and implementation issues; 2) Brief memorandum exploring how the issues relate to specific geographies in the East Corridor.

Phase 1—Task 3. Proposal for Phase 2

Based on findings in Task 1-2, consultant will develop a proposal for how the implementation issues can be addressed in Phase 2. The consultant will identify opportunities and challenges associated with the four priority issues identified above at the level of the selected sites. The consultant will develop recommendations for an approach to developing short and the long term actions, tools or necessary next steps to address site specific implementation opportunities and challenges to incent and support transit oriented development.

Deliverables: 1) Proposal for Phase 2 work; 2) Matrix identifying implementation opportunities and challenges and specific sites where they are present, and direction for short and long term strategies to address the issues; 3) Brief memorandum documenting the process used to select sites and feasibility of strategies at different sites.

Phase 2: Site Analyses and Actions

The goal of this work is to incent and support transit oriented development in East Corridor station areas. The consultant will conduct more focused analyses for the specific implementation issues impacting the selected station areas, and develop the recommended tools and/or plans for a limited number of sites. The consultant will identify site-specific opportunities to address challenges, and offer recommendations for short and long-term priorities. The definition of site will likely vary from large single parcels to groupings of similar parcels sharing common characteristics, based on local circumstances.

Phase 2—Task 1. Detailed Work Plans

In consultation with the Project Management team, consultant will develop detailed work plans to address selected issues in specific sites.

Deliverable: 1) Proposal for implementing the site specific recommended actions at limited number (approximately 2) specific station areas with a detailed scope, budget, and schedule, and how the selections relate to and address Growing Transit Communities Partnership goals

and desired outcomes. Broad tasks and deliverables will have been identified at conclusion of Phase 1.

Phase 2—Task 2. Site Analyses and Actions

Consultant will implement work plans developed in Phase 2 Task 1.

Examples of site analyses and actions might include implementation tools or actions such as site plans, technical studies, financial plans or strategies, draft partner agreements, recommended phasing for infrastructure or other improvements, etc. The consultant will demonstrate how the selected tools, actions and/or strategies can serve as replicable templates for implementation in other parts of the region.

Specific tasks and deliverables to be identified in the work plans developed in Phase 2 Task 1.

Phase 2—Task 3. Research and Action Evaluation

The consultant, with input from the Project Management team, will evaluate Phase 1 and Phase 2 work, indicating how products developed address the goals of the Growing Transit Communities Partnership, and how they can be applied to other station area locations in the East Corridor.

Deliverables: 1) Memorandum evaluating lessons learned from Phase 1 and Phase 2 work and relationship to Growing Transit Communities Partnership goals.

IV. PROJECT SCHEDULE

The following is a general outline of the proposed project schedule. The schedule may be modified while refining the contract scope of work after the consultant selection process has been completed.

A. CONSULTANT SELECTION SCHEDULE:

RFP released.....	April 23, 2012
All submissions due	May 11, 2012
Consultant interviews	Week of May 21, 2012
Consultant selected & notified.....	May 25, 2012
Refine scope of work for contract.....	Week of May 28, 2012
Sign contract with PSRC.....	June 1, 2012

B. TASK SCHEDULE & BUDGET DETAIL:

Phase 1: Best Practices Research and High-Level Assessment of Station Areas

June 1, 2012—October 30, 2012. Budget: \$50,000

Phase 2: Site Analyses and Actions

November 1, 2012—October 31, 2013. Budget: \$200,000

V. BUDGET AVAILABLE

The initial budget for this project is not to exceed **\$250,000**. If overall project budget and schedule allows, there is the possibility of augmenting this amount; this would be addressed through a contract amendment. Consultant firms and teams are advised that upon subsequent review, evaluation, and discussion of proposals and approaches to the project, PSRC may make budget adjustments to optimize achievement of project objectives and opportunities within currently available resources.