

REQUEST FOR PROPOSALS



March 26, 2015

REQUEST FOR PROPOSALS

Uptown EcoInnovation District Plan

The City of Pittsburgh, through the Department of City Planning, is accepting proposals from pre-qualified Consultant Teams with expertise in land-use planning, multi-modal transportation system planning and development, transit systems/transit oriented development, urban design, urban ecology/stormwater management, energy systems, innovation and entrepreneurship, equity, economics, architecture, landscape architecture, EcoDistrict protocol, and community processes for a one-time contract to perform professional services relative to the creation of the Uptown EcoInnovation District Plan.

This collaborative community planning process will yield an array of deliverables that coincide with the four (4) major project phases. These phases are derived from the [EcoDistricts Protocol](#), which is a standard for district and neighborhood-scale sustainable development. These deliverables will constitute the complete Uptown EcoInnovation District plan. It is anticipated that the overall project duration will span an 18-24 month period.

Pre-qualified Consultant Teams are requested to submit a detailed **Project Proposal** that clearly outlines the proposed personnel, methods, time milestones, and costs required to achieve the results as outlined in the Scope of Services section below. Please clearly show the contact information (email & phone number) of key personnel. Specific requirements, proposal evaluation criteria, and remaining steps for consultant selection are included. Attached is information relating to major project phases, sub-phases, tasks, and deliverables. Refer to the Evaluation Criteria section (page 15) for cost procedures.

Please direct all inquiries regarding the RFP **via email only** to the contact listed below--the reason for this is to ensure proper documentation and tracking of questions/answers, and to ensure consistent and fair responses to all teams. An anonymized list of questions and responses will be issued to all teams (for inquiries received by **April 8 at 4:00PM** (EDT)) by **April 10**.

Sealed copies (Twelve (12) hard copies (8 ½" x 11" format, with optional 11" x 17" fold-out graphics/maps) and one (1) electronic copy (Adobe PDF, 300dpi, character recognition, bookmarked, on USB drive or CD/DVD)) of the **Project Proposal** must be **received by the City before April 17, 2015 at 4:00PM** (EDT). Packages received after the deadline will not be accepted. **Postmarks are not sufficient. Packages sent by fax or email are not acceptable.**

Contact person for all queries and for receipt of packages:

Justin Miller, Senior Planner
City of Pittsburgh, Department of City Planning
200 Ross Street, 4th Floor
Pittsburgh, PA 15219
justin.miller@pittsburghpa.gov

The Department of City Planning will respond to the receipt of the **Project Proposal** via email and confirm the schedule for the remaining steps of the selection process during the week of **April 20, 2015**.

As of this writing, it is intended that all Consultant Teams responding to this RFP will be invited to Pittsburgh for an interview/information session to be held on **May 7/8, 2015**. Please hold these dates for key project personnel unless you are notified otherwise. We will schedule a 2-hour time slot with you on one of these two dates.

Uptown EcoInnovation District Plan

Project Background

Framing Points

- An investment in Uptown, and the Fifth/Forbes Corridor that runs through it, is an example of our mutual commitment to communities that have not shared, up until this point, in Pittsburgh's growth and recovery;
- Uptown presents the ability to build from the market strengths of Downtown and Oakland while supporting the grassroots efforts being led by residents, entrepreneurs, and institutions in the neighborhood;
- The Uptown EcoInnovation District should reflect next generation technology, human-centric, and sustainability innovation practices in all aspects of its development, both people and place;
- Ongoing discussion of transit investments (including a possible bus rapid transit line) is likely to drive development and is bringing attention to the neighborhood;
- Developing an environmentally innovative and equitable land use and mobility plan is a timely approach that addresses neighborhood challenges and builds on existing momentum across the city;
- Collaboration and trust between all corridor stakeholders--community residents, institutions, businesses, and government--is critical for setting a framework for investment in sustainable growth in the corridor;
- The process and goals of the Uptown EcoInnovation district should serve as a model for wider deployment in other areas of the City of Pittsburgh.

Uptown: Challenges and opportunities

The Uptown neighborhood of Pittsburgh presents unique conditions that serve to simultaneously inspire and frustrate those who see its true potential. While strategically located between the economically vibrant Downtown and Oakland areas (and across the river from the thriving South Side), the neighborhood has seen levels of disinvestment and deterioration that are not befitting such a well-connected neighborhood.

As of the 2010 Census, just 7.2% (475) of Uptown's 6,600 residents lived in households--the remainder consists of institutional residents. The current household population is estimated to be just over 800 residents (excluding institutional residents), due to recent mixed-income housing construction. Demolition has been a consistent problem throughout the neighborhood, and the resulting empty lots have created severe losses in property values. The commensurate reduction in street activity has further fostered a perception of an unsafe environment (though crime has been declining in recent years). Many properties have moved through tax delinquency, abandonment, acquisition, and consolidation. In many cases, under-utilization of land has created a situation where the most profitable land use is surface parking. [Detailed demographics for Uptown \(Bluff\)](#) and its surrounding neighborhoods can be found in [PGHSNAP](#), the City Planning Department's online neighborhood information tool.

A combination of factors has contributed to Uptown's current built environment:

- Automobile-centric uses create empty spaces that are impervious heat islands;
- Industrial uses, though they provide jobs, have many blank walls and chain link fences that don't create a welcoming urban experience;
- Various transportation options exist, though the street network is not very friendly to pedestrians and bicyclists--fast moving traffic and unbuffered sidewalks make walking and biking unpleasant and dangerous. The limited access highway condition along the Boulevard of the Allies contributes to lower property values and underutilized land.
- Consolidation of large parcels of developable land by land speculators and parking lot operators.

Uptown's future is in its hands. Trust is being built, and people are working together to build a new future together. The abandonment and demolition of the last several decades cannot be undone--the vacant lots must now be seen as an opportunity to build a new Uptown that is sustainable, economically viable, and ecologically sensitive--a competitive model for 21st Century urban development.

A diverse group of stakeholders throughout the corridor has launched a collaborative effort to reverse decline and support revitalization and population growth. A desire to apply the [EcoDistricts Approach](#) to district-scale development, combined with a focus on innovation and entrepreneurship, has sparked the goal of creating an EcoInnovation district within the corridor. ["The EcoDistricts approach is a new model of public-private partnership that emphasizes innovation and deployment of district-scale best practices to create the neighborhoods of the future - resilient, vibrant, resource efficient and just."](#)

While an analysis of mobility has begun within one segment of the corridor, additional work is necessary to integrate the land use and transportation connection while introducing new systems and projects aligned with community goals. In addition to traditional economic development indicators, the District's goals include equity issues, such as opportunities for wealth building, affordability and economic diversity, and ecological aspirations for improved air quality, resource efficiency, and green space connectivity. Also to be assessed are the combinations, arrangements, and intensities of new systems, land uses, and access (either practical or aspirational) based on stakeholder programming, transportation network, and market potential.

Over time, stakeholders have worked to harness and foster innovation and entrepreneurship within the corridor. [Best practice research](#) has revealed the potential for a district within the corridor to exceed LEED in the creation of high performance buildings and systems infrastructure. Located between two [2030 Districts](#), a neighborhood previously passed by aspires to become a destination for collaboration and investment while ensuring equity in community development. The practical need is for assessing infrastructure and community programs while exploring revenue generation to prioritize [high impact projects](#).

Project Area Description

The project area is centered along the Fifth Avenue and Forbes Avenue corridor connecting the neighborhoods of Downtown and Oakland, and nested just south of the Hill District. The proposed district includes all of Uptown (also known as the Bluff) and portions of West and South Oakland. The I-579 Crosstown Expressway is the approximate western edge extending east toward Robinson Street and Craft Avenue in Oakland. The northern edge varies, but runs mostly along an area north of Fifth Avenue where the hillside rises; the southern edge includes PA-885 (Boulevard of the Allies). The land in the Uptown corridor is largely flat (by Pittsburgh standards), with a sharp cliff along the southern boundary of the project area. The northern edge of the project area rises significantly to meet the Hill District. Due to the topography of the corridor, there are significant stormwater runoff issues as water funnels into Fifth Avenue from the hills to the north.

The fiscal boundary for potential value capture is anticipated to extend further along the length of potential improvements for Bus Rapid Transit (BRT) in the Fifth/Forbes corridor and perpendicular to development site opportunities within a ½ mile of station areas. The reach of programs relative to district strategies will vary based upon resource opportunities.



Green highlighted area shows the extent of the potential value capture area around transit, and the likely maximum extent of the overall project area; the blue hatched area highlights the Uptown focus area.

Additional Project Details

There is an ongoing Bus Rapid Transit (BRT) multimodal alternatives study that focuses on the Fifth/Forbes Corridor between Downtown and Oakland. The BRT alternatives analysis will continue to assess transit, motor vehicle, bicycle and pedestrian aspects of each alternative within the Fifth/Forbes Corridor running parallel to the northern edge of the district. As transit planning progresses, it will have a deeply collaborative relationship with the EcoInnovation District planning process. Inputs will be exchanged and community meetings combined to achieve the highest quality of outcomes for the corridor as a whole. While the technical scope of the transit study can provide a projection of street configurations in one portion of the corridor, inputs are required regarding future development, community vision, and goals for a true assessment of impacts. Due to the relationship between the need for new infrastructure and the ability to finance improvements, it is necessary to work toward the highest and best use of adjacent lands.

Additional work is necessary for a comprehensive application of EcoInnovation District community vision that covers the entirety of the district and integrates systems from below street-level to both vertical and horizontal investments above grade. Potential alignment with stakeholder programs that originate within and beyond the project boundaries will require a mapping of ties that can build local capacity and increase resources for district revitalization. The complete Inventory of Community Resources would then include much more than the programs or projects such as anticipated transit improvements. A framework with an implementation strategy is required to translate those resource opportunities into both the built environment and programs within the district to maximize value in the community.

This work is anticipated to commence over a 18-24 month period. The schedule is driven (in part) by a need to determine how the district and project stakeholders can support grant applications for improvements (such as a New Starts/Small Starts application) by August 2016.

Scope of Services

Summary

The scope of work progresses through the **4 Phases of the EcoDistricts Approach** (tailored to the unique setting of the project area) in the following manner:

1. District Organization

District Organization will soon progress with engagement of stakeholders to compile the Inventory of Community Resources and potential governance structure within the district. Early engagement work is expected to be led by the current local Core Group around an analysis of strengths, weaknesses, opportunities and threats. At present, the local Core Group includes representatives from:

- [Uptown Partners of Pittsburgh](#)
- [Oakland Planning and Development Corporation](#)
- [Sustainable Pittsburgh](#)
- [City of Pittsburgh](#)
 - [Department of City Planning](#)
 - [Department of Innovation and Performance](#)
 - [Councilman R. Daniel Lavelle \(District 6\)](#)
- [Urban Redevelopment Authority of Pittsburgh](#)
 - [Center for Innovation and Entrepreneurship](#)
- [Port Authority of Allegheny County](#)
- [Allegheny County Economic Development](#)

The early engagement work is expected to reveal information about strategies, needs, and projects that are either unique to the district (or shared) based upon stakeholder aspirations, programs, and opportunities--some work with respect to stakeholder network analysis/asset mapping has already been done and will be provided to the consultant. The Core Group will continue to work on this and a stakeholder alignment process throughout the project.

The outcomes will further inform the consultant scope regarding the broader framework for engagement and capacity building, as well as the extent of the baseline assessment. The role of the Consultant Team begins with supporting the engagement to complete the Inventory of Community Resources, detailing how the team will support the framework for continued engagement, and assisting with the development of an initial Vision and Priorities for the district.

The local project Core Group will be utilizing both the [District Organization](#) and [District Assessment](#) Toolkits to educate stakeholders, encourage continued participation in the district effort, and solicit feedback for the analysis.

The Consultant Team will lead the project in formation of a Vision and Priorities for the district, which serve as the foundation for all successive tasks.

2. District Assessment

This phase works to identify and assess what [programs and projects](#) will advance the district toward its goals. For instance, urban design strategies that link all aspects of the built environment to meet stormwater management goals would require a baseline assessment to form the program and tools for implementation moving forward.

Based upon the organization of the EcoDistricts approach, proposed improvements will be organized within a Project Palette in terms of Hardware (Buildings + Infrastructure) and Software (People + Behavior). It is important

to note that additional work is required to identify capital, operating, and administrative costs for improvements and strategies.

The proposed programs and projects should be:

- Inclusive of the existing community and residents
- Scalable to eventually assume larger initiatives and purpose
- Adaptable to the possibly changing and unforeseen local conditions

3. Project Feasibility + Development

An investment and improvement strategy is needed to create and capture value within the district. Reinvestment within the district must support the local share of infrastructure improvements within public rights of way, as well as improvements and programs in support of district development. The “chicken and egg” question must be answered in terms of where and how investment is to be guided for the creation of a sustainable district.

Consideration of new sources of revenue and infrastructure financing are to be matched by the creation of new land use controls, streamlined development review and approval requirements, and investment incentives built around the community vision. A District Roadmap will be laid out with a visualization of how projects and programs are expected to shape the district.

4. District Management

This phase includes the adoption of plans, policies, land use controls, programs, financing, development and revenue strategies nested within a framework for district investment. This is the formal adoption of previous work, along with the creation and provision of appropriate authorities and responsibility for implementation.

Detailed Scope of Services:

The following are tasks that will be included in the development of the Uptown EcoInnovation District plan process that require the assistance of a Consultant team and their expertise. The Consultant team shall assume that all tasks listed in the sections below pertain to the development of the Uptown EcoInnovation District plan, and shall be required.

1. District Organization

Refer to this [District Organization Toolkit](#) document for scope details regarding the baseline tasks for Engagement and Governance. Additional detail in support of tasks for District Organization includes:

I. Engagement

- A. **Engage Stakeholders:** The Consultant Team will work with the local Core Group to develop an outreach program for the project. It is anticipated that the local Core Group will make progress with initial messaging and engagement of stakeholders around alignment of programs and projects. What still remains to be charted is how the project will progress through each phase with opportunities for meaningful and effective input from a variety of stakeholders. Tasks of engagement to be addressed include (but are not limited to):
 1. Form strategic partnership with existing community organizations (Uptown Partners and Oakland Planning & Development Corp.) to coordinate engagement and maximize their presence in the community;
 2. Create a shared vision and priorities for the district;
 3. Engage stakeholders around EcoDistricts Performance Areas, strategies and goals specific to the local district, keeping in mind that different types of stakeholders require unique engagement strategies (CDCs, institution, government, resident, etc.);
 4. Engage stakeholders around the baseline assessment and measures of success;
 5. Engage stakeholders around project feasibility;
 6. Engage stakeholders on district financing and revenue generation;
 7. Engage stakeholders on how the final District Roadmap is visualized;
 8. Engage stakeholders on the District Management Strategy, including building long-term capacity of community organizations to implement projects.
- B. **Inventory Community Resources:** The local Core Group will work to identify partners and stakeholders and in so doing will develop an initial Inventory of Community Resources. It is anticipated that the initial work will identify a variety of projects and programs from within (and outside of) the district that could possibly align with an EcoInnovation District Vision and add value to the district. This also represents the work behind the identification of opportunities for local capacity building through integration of stakeholder programs or projects into the Project Palette for the district. There is an opportunity for the Consultant Team to support this effort by relating experience with other district projects.
- C. **Develop Vision and Priorities:** The Consultant Team will engage the Core Group to identify the methodology to be applied to produce a shared Vision and Priorities for the district. The Vision and Priorities will serve to:
 1. Customize Performance Areas and Strategies to local context
 2. Provide the basis for consideration of projects and programs that make up the Project Palette
 3. Inform the scope of the baseline assessment
 4. Establish the urban design framework to guide district zoning and land use goals

To some extent, the Performance Areas and strategies outlined in the District Assessment Toolkit will need to be vetted in the formation of district Vision and Priorities. The [District Assessment Toolkit](#) provides “a menu of proven projects that help achieve EcoDistrict performance areas,” yet a robust public process is required to vet them locally. Initial stakeholder engagement has revealed a need to expand the discussion to cover specific areas that include (but are not limited to):

1. Information Infrastructure
2. “Urban Laboratory” opportunities

II. Governance

- A. **Define Stakeholder Roles and Responsibilities:** Create a framework for engagement (for all phases of the project)
 - 1. Complete inventory of community resources
 - 2. Complete steering committee formation
- B. **Adoption of Governance Structure:** Includes adoption of Vision and Priorities, and guidelines for community capacity in the long-term.

2. District Assessment

Refer to this [District Assessment Toolkit](#) document for the outline of scope details regarding the baseline tasks/deliverables for District Assessment. A summary of these tasks is as follows:

I. EcoDistricts Toolkit Items

- A. **Define Project Palette:** Determine Performance Area Strategies
 - 1. Goals, Targets, and Indicators
 - 2. Projects: Identify the most promising projects (buildings, infrastructure, programs) that would help meet the EcoInnovation District vision adopted in the District Organization phase.
- B. **Set Targets:** Set the Baseline
 - 1. Develop measures of success
 - 2. Set targets based on growth projection/capacity study
- C. **Refine Project Palette**
 - 1. Match district character to opportunities
 - 2. Screen strategies
 - 3. Assess strategies
- D. **Determine Priority Projects**
 - 1. Filter projects from refined project palette based on feasibility and goals
 - 2. Create the final project performance + feasibility matrix

II. Additional Deliverables

Based on the specific needs of this project and district, there are additional tasks required that should be nested into the EcoDistricts Toolkit items where appropriate. Additional tasks/deliverables to support the District Assessment and further refine the Vision include:

- A. **Target Market Analysis**

Complete target market analysis of the corridor based on desired uses, multimodal improvements throughout the district, as well as improvements to district access and circulation. Note that it is possible that the Target Market Analysis may be influenced by assumptions provided by the Inventory of Community Resources, the initial Vision and Priorities established by stakeholders, programs, and improvements to access and supporting infrastructure. Please reference Appendix C for full detail of each required element.
- B. **District Circulation and Access Improvement Strategy**

Note that the arrangement of multimodal options along Fifth and Forbes is being informed by the ongoing BRT study, and the Consultant Team should be prepared to engage with this process. Capital improvement and operating costs relative to proposed transit and complete streets improvements on Fifth/Forbes will be provided by others. The district is larger than the Fifth/Forbes corridor and must be assessed for the best means to support the community vision. Consultant will craft a strategy for integrating Fifth/Forbes improvements with other streets in the project area (e.g. re-imagining the Boulevard of the Allies).
- C. **District Parking Management Strategy**

A new approach to parking and access will become a vital part of a district management strategy. Current parking requirements and management of on-street and off-street parking resources are not supportive of Transit-Oriented Development, let alone the consideration of the highest and best value of land beyond surface parking. Considering future uses and multimodal improvements within the district, parking is to be

addressed as part of the overall strategy for district development. The management strategy will include (at a minimum) consideration of:

1. Decoupling parking from on-site development requirements;
2. Estimating and costing out future parking need;
3. Creating shared-use parking guidelines;
4. Consideration of parking construction and management by a district authority.

D. Innovation and Equity Strategy

Although Equitable Development is specifically called out as a Performance Area within the [District Assessment Toolkit](#) it is vital to emphasize the need for defining how the support of innovation supports equity within the district. The approach to how the two are tied together is anticipated to result in programs specific to the district which must be accounted for as improvements when compiling the palette of projects.

1. It is anticipated that this Performance Area will yield programs (Software) that act as a strategy to invest in people. This work will be informed by the District Organization phase in terms of the strengths, weaknesses, opportunities, and threats revealed.
2. Identify specific tools to protect existing residential areas from potential negative development impacts and create/maintain affordable housing.
3. The City is in the process of finalizing an *Innovation Roadmap*. It is expected that, where possible, EcoInnovation District projects will align and/or advance the objectives of the roadmap, with consideration of the information infrastructure necessary to meet district objectives.

3. Project Feasibility + Development

District project and program feasibility are largely driven by a comprehensive assessment of funding. There will always be a place for truly aspirational projects and programs to nest within the district framework, yet a starting point for strategic investment must first be identified. A feasibility assessment of projects and programs will enable a visualization of future context while queuing up high impact projects to maximize value.

The value of improvements supported through financing cannot be realized until after initial district value is created and captured, unless stakeholders agree to reallocate or create new revenue streams up front. Both may be required for an effort of this magnitude. Prior to entertaining the notion of new revenue streams, it is necessary to assess the tax impact from potential development that can be captured, what can be gained by changing the way existing revenue streams are managed, and what cost savings may be realized through updating land use controls, development review requirements, and the overall review/approval process.

One of the Consultant Team's tasks will be identifying dedicated revenue sources to service debt that can be used in support of various programs and projects within the district. For example, a portion of revenue generated from within the district may act as matching funds for FTA's New Starts or Small Starts funding in support of BRT improvements. The transit, bicycle, and pedestrian improvements of BRT alternatives are an example of a "[Shift](#)" [strategy](#) within the Access + Mobility Performance Area. Project funding needs of that magnitude must be balanced against other practical and aspirational needs and goals relative to numerous other Performance Areas. A feasibility analysis should prioritize and elevate future investment in projects that have a higher impact and future tax increment yield from adjacent development.

Dedicated revenue for debt service, grant programs, and other investment strategies will combine with the previous phase results to map the practical approach to *what can be built*. It is within this phase that the aspirational and practical are combined to formalize and document a community vision linked to actionable strategies.

I. Buildings + Infrastructure

- A. Form and Function:** Develop robust urban design targets that can be incorporated into a new Public Realm zoning district. The targets to be developed will take into account the other strategies that have been developed regarding sustainability, mobility/access (including parking), and innovative practices.

Special strategies for neighborhood edges will need to be developed to deal with topographic and infrastructure challenges.

- B. Transportation, Parking, and Access:** Develop a comprehensive district mobility and access plan that takes into account transit improvements, public realm design targets, parking allocation strategies, and sustainability goals. Increasing the mode share of walking, bicycling, and transit are of particular importance.
- C. Ecology, Energy, and Equity:** Develop innovative and ambitious energy, stormwater, and resource conservation/efficiency plans for the district. Set realistic yet ambitious goals for sustainability not only for individual buildings' performance, but for the district as a whole. Develop strategies for community involvement in sustainability programs at a district level, with a focus on equity.

II. Community Action + Programs

A. Incentives

The Consultant Team will work with the Core Group to evaluate current development review procedures with an eye toward identifying opportunities for streamlining procedures in a way that will encourage development that is consistent with the evolving EcoInnovation District framework. The team will report on best practices and innovative models from other cities, and how they may be incorporated in Pittsburgh. The intent is to create procedures that encourage investment and ensure that investment propels the district toward its goals. Cost savings along a project development timeline may be redirected toward other district improvements, with shared public/private benefits that catalyze further investment.

B. Revenue and Finance

The Consultant Team will identify boundaries, develop financial information, and project value capture figures for the creation of a TRID. The Consultant Team will also assess opportunities for new revenue generation and reallocation of existing revenue streams for the district. The Team will also investigate alternate and creative sources/methods of district funding, and provide documentation to be used in applying for funding from other sources. Please reference Appendix C for full detail of each required element.

C. Subsidy Structure

The Consultant Team will assist the Core Group with the engagement of stakeholders around the creation of policy supporting a subsidy structure geared toward maximum public benefit. The work will require consideration of best practices regarding how other cities and districts manage the provision of private and/or institutional development subsidy. The anticipated policy outcome will be incorporated into the District Management strategy.

D. Fiscal, Physical and Program Boundaries

The fiscal boundary for value capture may differ from the range of programs that are supported by the district, as well as from the areas within which physical improvements are to be financed by the district. The consultant will develop fiscal, physical, and program boundaries for the district considering various land use, financial, transportation, demographic, zoning and environmental factors in consultation with stakeholders.

E. District Roadmap

The District Roadmap serves as the formal plan document, to be supported by the policies, procedures and guidelines adopted within the District Management Strategy. The end result will provide a visualization of the Project Palette. Individual plans relating to Performance Area strategies from previous phases are to be included separately as appendices so that viewers may download each separately.

The Consultant Team will have evaluated all previous planning efforts and visioning documents covering the project area that have been created over the last ten years. These include (but are not limited to) the [Uptown Vision document \(2009\)](#), [Oakland 2025 \(2012\)](#), Hill/Uptown/Oakland Multimodal Connectivity Assessment (2010), Institutional Master Plans, Specially Planned Districts, and Planned Unit Developments.

The Team will then use that background information to integrate all scope items of this planning effort, as well as the transit study project, in order to craft an updated cohesive and comprehensive community plan. The Consultant Team must coordinate with the Core Group to establish the process and techniques

for stakeholder engagement around a visualization of the previous phases of work (note that this work is also meant to inform the specific zoning text crafted for the district).

While this document will primarily serve as a replacement for the [2009 Uptown Vision](#) document, it may also, with the cooperation of project partners/stakeholders, provide recommendations for updates to documents such as [Oakland 2025](#), Institutional Master Plans, and other previously adopted plans. An outline of the various approval processes for each shall be determined.

Expected District Project Feasibility + Development outcomes include, but are not limited to:

- Proposed development review procedures and incentives (based on community engagement, equity, urban design, stormwater, and other public realm goals)
- Recommendation on TRID establishment, including system development and value capture projection, and value capture boundary
- Recommendation on reallocation of existing revenue stream(s) and for creation of new revenue stream(s)
- Feasibility of Creative Source revenue opportunities, including person-trip fee structure for impact fee/system development charge
- Grant and loan supporting documentation
- Subsidy Structure policy recommendations
- Mapping and description of fiscal, physical, and program boundaries
- District Roadmap document

4. District Management

I. Land Use Policy

A. Zoning

New zoning text will be drafted based on work undertaken as part of this project in order to create land use controls that meet the district's objectives for sustainability, urban design, urban ecology, equity, parking, density, and economics. The intent is to create a unique base zoning district for Uptown that accomplishes this (likely within the [Public Realm Districts section of the Pittsburgh Zoning Code](#))--replacing existing zoning districts, including any temporary overlays in place at the time of this plan's completion.

Whether through the creation of a new zoning district or other revisions to the zoning code, the consultant shall craft a strategy that affords the appropriate land use controls that ensure the community vision is applied to development and infrastructure investment proposals.

B. Development Review and Approval Process

The Consultant Team will work with the Core Group to outline a process for the review and approval of all projects that take place within the district. The intent is that projects that specifically conform to the district plan and achieve or exceed the systems targets outlined within the plan should benefit from an expedited review process. This work is to be informed by the previous phase effort regarding policies, procedures, and guidelines created for the district, including recommendations for supporting community groups such that technical expertise is available to allow for effective participation.

The process for review and approval must also outline the roles and responsibilities of a District Authority or Management Entity created as required by the TRID enabling legislation. It will also be necessary to establish the advisory roles of the project Steering Committee and other community stakeholders moving forward once the Roadmap and Management Strategy are approved and adopted. It is possible that Hardware (Buildings + Infrastructure) and Software (People + Behavior) project proposals may be assessed differently.

Such an expedited process would only take place if specific project goals are met--the Consultant Team shall work with the Core Group and stakeholders to:

- Incorporate targets in accordance with Performance Area Strategies

- Establish the basis and guidelines for assessment of impact
- Develop a system for assessing plan conformity
- Incorporate guidelines to ensure continued community input
- Formalize a concise process for project development review and approval

The project review and approval policies, procedures, guidelines are to be incorporated into the District Management Strategy.

II. District Management Strategy

The District Management Strategy is being created as a separate document and companion to the District Roadmap. It is expected that the Management Strategy is less static than the Roadmap due to market shifts, evolving partnerships, and changing funding opportunities. Efforts to build community capacity should be included in this strategy.

A. Implementation Strategy

The Consultant Team is responsible for completing an implementation plan that will determine funding and phasing strategies to aid in the implementation of the TRID and active management of the district. (This section would also plot out what would need to occur to make a TRID feasible if it is not at the time of the plan's completion).

1. Develop a funding strategy
2. Develop a phasing strategy informed by funding opportunities with specific implementation responsibilities identified
3. Identify a plan, and schedule for TRID implementation
4. Key management of TRID revenue to plan conformity and system development requirements as established in this phase
5. Provide supporting documentation/summaries for Steering Committee presentations to taxing bodies

B. Roles and Responsibilities

All project plans, policies, procedures, and financing (and related materials) are to be presented for approval by Pittsburgh City Council and adoption by the City of Pittsburgh Planning Commission.

III. Creation of District Authority

As required by the 2004 TRID enabling legislation. There are currently proposed changes to the TRID legislation under PA Senate Bill 385. If the legislation changes, a Management Entity will be formed to manage TRID activities that adhere to the revised enabling legislation. The Consultant Team will be responsible for tracking the proposed changes in the TRID legislation as currently outlined under PA Senate Bill 385.

Expected District Management outcomes include:

1. Uptown Public Realm District Zoning text
2. Project Development review and approval procedures
3. District Management Strategy
4. Roadmap and Management Strategy approval and adoption
5. Creation of District Authority or Management Entity

Rules and Procedures

General Rules

- The City of Pittsburgh, while it may take advisement from outside entities/individuals on consultant selection, retains the sole decision-making authority with regard to consultant selection.
- The City of Pittsburgh reserves the right to reject all proposals or to request sub-consultant substitutions that in the City of Pittsburgh's judgment will result in the strongest Consultant Team.
- All proposers are bound by the deadline and submission requirements of this RFP as previously stated in the Announcement.
- All proposals shall remain effective subject to City review and approval for a period of ninety (90) days from the deadline for submitting proposals.
- If only one complete proposal is received by the City, the City may initiate negotiations with the firm submitting the proposal or seek additional proposals on an informal or formal basis during the ninety (90) day period that proposals must remain effective.
- The proposer is encouraged to add to, modify, or clarify any of the scope of work items it deems appropriate to obtain a high quality plan at the lowest possible cost. All changes should be listed and explained. However, the scope of work proposed, at minimum, must accomplish the goals and work outlined above.

Submission Requirements and Deadline

Twelve (12) hard copies (8 ½" x 11" format, with optional 11" x 17" fold-out graphics/maps) and one (1) electronic copy (Adobe PDF, 300dpi, character recognition, bookmarked, on USB drive or CD/DVD) of the **Project Proposal** must be **received by the City before April 17, 2015 at 4:00PM (EDT)**. **Packages received after the deadline will not be accepted (postmarks are not sufficient). Packages sent by email are not acceptable.**

Submissions must be delivered or mailed to:

Justin Miller, Senior Planner

City of Pittsburgh, Department of City Planning

200 Ross Street, 4th Floor

Pittsburgh, PA 15219

justin.miller@pittsburghpa.gov

Proposal Format

Because firms submitting Project Proposals have been pre-qualified, there is no need to resubmit firm information, project histories, résumés, references, etc. that are not related to this specific proposal.

We encourage you to be creative in your approach to the Project Proposal--as such, there are no specific formatting guidelines. However, please do not unnecessarily duplicate information already provided in your Qualifications Package--please submit detailed information related to just the following items:

Scope of Services

- A detailed narrative of the proposed services to be provided by the consultant
- Descriptions of which firm and/or key personnel are involved in each project phase/task

Fees

- A proposed fee schedule (subject to negotiation) of items specified in the Scope of Work separating costs and describing the terms of payment

Project timeline

- Detailed timeline that coordinates with the proposed narrative based on the Scope of Work

Evaluation Criteria

Technical Expertise and Experience

The technical expertise and experience of the Consultant will be determined by the following factors:

- The overall experience of the Consultant in conducting similar work (specifically around the EcoDistricts Protocol and Innovation Districts) that is to be provided to the City of Pittsburgh.
- The expertise and professional level of the individuals proposed to conduct the work for the City of Pittsburgh.
- The clarity and completeness of the proposal and the apparent understanding of the work to be performed.
- A demonstrated commitment by the project lead to spend considerable hands-on project time in Pittsburgh.

Procedures and Methods

The methods and procedures proposed to be utilized to conduct the work requested as they relate to thoroughness and objectiveness will be of primary importance in evaluating proposals. This includes evaluation of the soundness of the approach relative to the techniques for collecting and analyzing data, sequence and relationships of major steps, and methods for managing the work to ensure timely and orderly completion.

Cost

The exact budget for this project has not been officially published--the cost will be evaluated relative to the number of hours of professional consulting services to be received by the City of Pittsburgh and the overall level of expertise of the specific Consultant's personnel proposed to do the work.

The City intends to select a Consultant Team based primarily on technical expertise, experience, procedures, methods, and quality of proposal--to that end, however, the City may negotiate with teams on costs that meet the standards named above, and may choose to negotiate with teams on cost for any or all elements of a team's proposal. The City is not required to select the lowest cost proposal, but the proposal offering the best value to the City.

City of Pittsburgh MBE and WBE Goals

City of Pittsburgh goals are 18% Minority Business Enterprise (MBE) and 7% Women's Business Enterprise (WBE) participation. Veteran ownership of any firm that is part of the proposal team should also be discussed, if applicable. The degree to which the proposal meets or otherwise addresses these MBE/WBE goals will be considered. The inclusion of MBE and WBE firms **must be documented in the format listed below**. The successful applicant will be required to submit a MBE/WBE plan as part of the project approval process. Because this information may be more refined at this stage than it was during the RFQ stage, we ask that you include your most current MBE/WBE figures (even if it is the same as the RFQ).

Firm Name	MBE Contract Amount (\$)	Percentage MBE (%)	WBE Contract Amount (\$)	Percentage WBE (%)
	Total MBE (\$)	Total MBE %	Total WBE (\$)	Total WBE %

Contract Terms

- A. The Contract shall be between the City of Pittsburgh (“City”) and the Consultant. The contract shall be directed and managed by the Department of City Planning.
- B. The City can neither process invoices nor approve payments until the contract has been fully executed by all City signatories. The Department of City Planning has no legal authority to authorize commencement of work until the contract is fully executed.
- C. City laws and policies mandate the incorporation of various terms and conditions into all City contracts. For this reason the City will not sign any respondent’s standard contract.
- D. All photographic, graphic, printed, electronic or other data (including raw data/materials) developed pursuant to this project shall be the property of the City, and the contractor shall relinquish to the City without further payment all copyrights and other claims to ownership or use of such data.
- E. The City requires all consultants to indemnify the City by including the following clause in all City contracts.

The Consultant hereby agrees to indemnify, save and hold harmless, and defend the City, its officers, agents, and employees against liens, charges, claims, demands, losses, costs, judgments, liabilities, and damages of every kind and nature whatsoever, including court costs and legal fees, arising by reason of: the performance by the contractor or and services under this agreement; any act, error or omission of the Consultant or of any agent, employee, licensee, consultant, or subconsultant; or any breach by the contractor of any of the terms, conditions, or provisions of this Agreement. The contractor shall indemnify and save harmless the City against and from any and all claims and liabilities whatsoever on account of, or by reason of, or growing out of personal injuries or death to any person, including the Consultant and its employees, whether the same results from the actual or alleged negligence of the City or the City’s agents or employees or otherwise, it being the intent of the provision to absolve and protect the City of Pittsburgh from any and all loss by reason of the premises or anything related in any way whatsoever to the contact. The Consultant shall supply evidence of insurance satisfactory to the City covering the liabilities and indemnification required by the contract.

- F. The standard insurance coverage required by the City of Pittsburgh for professional services contracts is as follows:
 - All insurance must be on an occurrence basis, not a claims-made basis
 - The City must be listed as an additional named insured, not merely as a certificate holder.
 - Insurance should provide 30 days cancellation notice.
 - The consultant shall provide an insurance certificate showing that it meets the requirements.
 - Worker’s Compensation shall meet statutory requirements.
 - General liability (including property damage and bodily injury), automobile liability and professional liability shall be provided in the following amounts:

Public liability and property damage

Bodily injury, including death and property	\$500,000.00	per occurrence
Damage combined	\$1,000,000.00	aggregate

Automobile Liability and Property Damage

Bodily injury, including death and property	\$500,000.00	per occurrence
Damage combined	\$1,000,000.00	aggregate

APPENDIX A: Nondiscrimination

Request for Proposals for City of Pittsburgh Uptown EcoInnovation District Plan

Nondiscrimination and equal opportunity are the policy of the Commonwealth of Pennsylvania and the City of Pittsburgh in all its decisions, programs, and activities. The purpose is to achieve the aims of the United States and Pennsylvania Constitutions. Executive Order 1972-1, the Pennsylvania Human Relations Act, Act of October 27, 1955, (P.L. 744), as amended, (43 P.S. d 951, et. seq.), and (43 P.S. d 153), by assuring that all persons are accorded equal employment opportunity without regard to race, color, religious creed, handicap, ancestry, national origin, age, or sex.

During the term of this contract, the Contractor agrees as follows:

- a) Contractor shall not discriminate against any employee, applicant for employment, independent contractor or any other person because of race, color, religious creed, ancestry, national origin, age, sex or handicap. Contractor shall take affirmative action to insure that applicants are employed, and that employees or agents are treated during employment without regard to their race, color, religious creed, ancestry, national origin, age, sex or handicap. Such affirmative action shall include, but is not limited to the following: employment, upgrading, demotion or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training. Contractor shall post in conspicuous places, available to employees, agents, applicants for employment, and other persons, a notice to be provided by the contracting agency setting forth the provision of this nondiscrimination certification.
- b) Contractor shall, in advertisements or requests for employment placed by it or on its behalf, state all qualified applicants will receive consideration for employment without regard to race, color, religious creed, handicap, ancestry, national origin, age, or sex.
- c) Contractor shall send each labor union or workers' representative with whom it has a collective bargaining agreement or other contract or understanding, a notice advising said labor union or worker's representative of its commitment to this nondiscrimination certification. Similar notice shall be sent to every other source of recruitment regularly utilized by bidder.
- d) It shall be no defense to a finding of noncompliance with this nondiscrimination certification that contractor has delegated some of its employment practices to any union, training program, or other source of recruitment which prevents it from meeting its obligations. However, if the evidence indicates that the contractor was not on notice of the third-party discrimination or made a good faith effort to correct it, such factor shall be considered in mitigation in determining appropriate sanctions.
- e) Where the practices of a union or of any training program or other source of recruitment will result in the exclusion of minority group persons, so that contractor will be unable to meet its obligations under this nondiscrimination certification, contractor shall then employ and fill vacancies through other nondiscriminatory employment procedures.
- f) Contractor shall comply with all state and federal laws prohibiting discrimination in hiring or employment opportunities. In the event of contractor's noncompliance with the nondiscrimination certification or with any such laws, this contract may be terminated or suspended, in whole or part, and contractor may be declared temporarily ineligible for further City of Pittsburgh contracts, and other sanctions may be imposed and remedies invoked.

- g) Contractor shall furnish all necessary employment documents and records to, and permit access to its books, records, and accounts by the City of Pittsburgh for purposes of investigation to ascertain compliance with the provisions of this certification. If contractor does not possess documents or records reflecting the necessary information requested, it shall furnish such information on reporting forms supplied by the City of Pittsburgh.
- h) Contractor shall actively recruit minority and women subcontractors or subcontractors with substantial minority representation among their employees.
- i) Contractor shall include the provisions of this nondiscrimination certification in every subcontract, so that such provisions will be binding upon each subcontractor.
- j) Contractor's obligations under this clause are limited to the contractor's facilities within Pennsylvania, or where the contract is for purchase of goods manufactured outside of Pennsylvania, the facilities at which such goods are actually produced.

DATE: _____

(NAME OF CONTRACTOR)

BY _____

TITLE _____

APPENDIX B: Anticipated Project Schedule

Uptown EcoInnovation District Plan

- February 9, 2015: RFQ issued
- March 9, 2015: Qualifications Packages due
- March 26, 2015: RFP issued to short-listed qualified teams
- April 8, 2015: RFP inquiries due--responses issued by April 10
- April 17, 2015: Project Proposals due
- May 7-8, 2015: Consultant interviews
- May 13, 2015: Consultant selection (contract negotiation begins immediately following)
- June / early July 2015: Notice to proceed
- February / July 2017: Anticipated plan completion

Note: This schedule is subject to change, and is only utilized to illustrate that the plan process should not extend beyond 24 months from the notice to proceed.

APPENDIX C: Additional Scope Detail

Target Market Analysis (from Sec. 2.II.A, page 7)

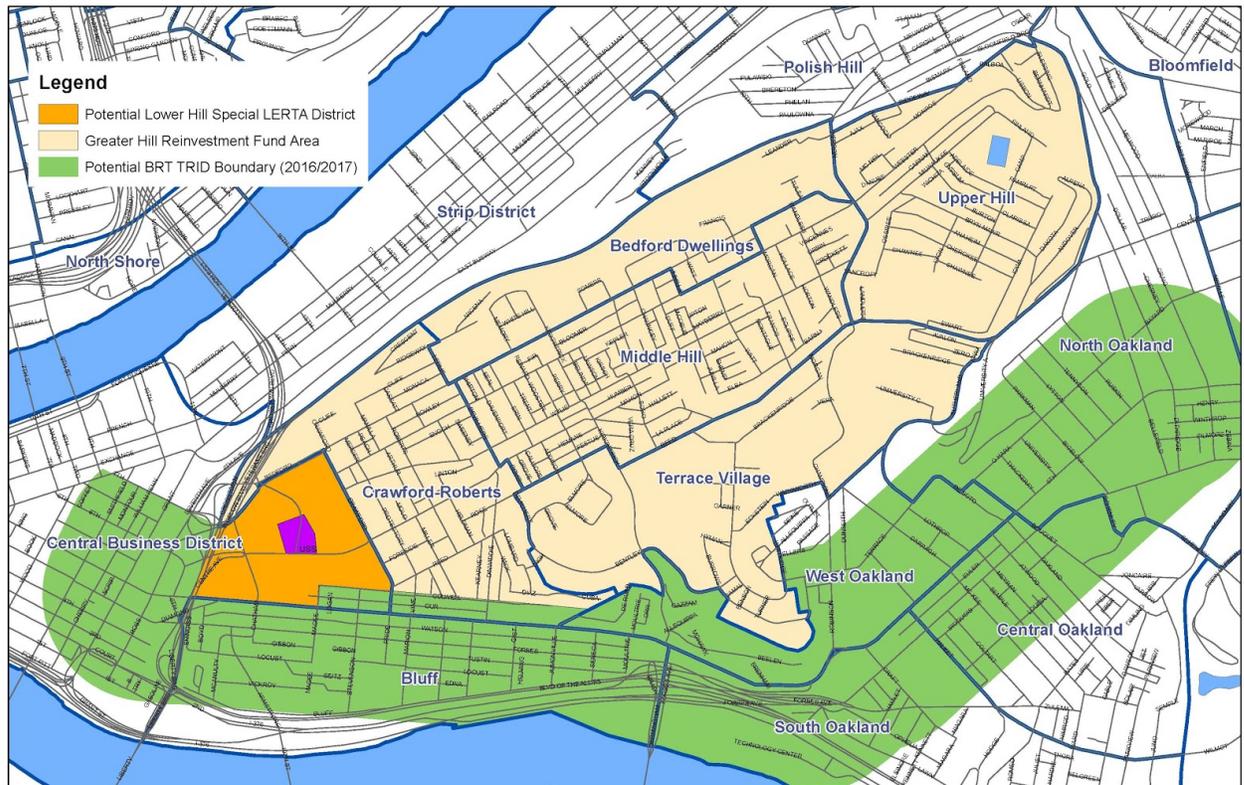
Complete target market analysis of the corridor based on desired uses, multimodal improvements throughout the district, as well as improvements to district access and circulation. Note that it is possible that the Target Market Analysis may be influenced by assumptions afforded by the Inventory of Community Resources, the initial Vision and Priorities established by stakeholders, programs, and improvements to access and supporting infrastructure. The tasks below are not necessarily listed in chronological order.

The Consultant Team will need to conduct an analysis of new development proposals as it will be necessary to calculate the increment gained and to devise an implementation plan. The analysis with need to cover the entire district and include the following items:

- Account for the review and analysis of previous market studies
- Analyze current Downtown, Uptown, and Oakland markets based on independent assumptions, project future gross and net impacts from construction of projects to be built in each year of development
- This should include sales tax, real estate tax, parking tax, business privilege tax, wage tax, and any other applicable local and state taxes that could be collected as a result of the development (both for the construction period and ongoing). Also include a description of the methodology relevant to estimating taxes to the three taxing bodies
- Identify market opportunities (specific uses and square footages)
- Explain how the market opportunities identified align with strategies within the EcoDistrict Framework
- Include a narrative portion that addresses the impact of EcoDistrict Performance Area strategies within the corridor; explain its impact, positive and/or negative, on surrounding real estate and businesses
- Include input from others that discusses the BRT in the regional context and its impact on nearby real estate and businesses in adjacent neighborhoods and municipalities

Revenue and Finance (from Sec. 3.II.B, page 8)

1. Value capture: PA Act No. 2004-238 is the enabling legislation for the creation of a Transit Revitalization Investment District (TRID). It is essentially a value capture mechanism for improvements around transit. The ¼ mile and ½ mile area around the proposed transit improvement corridor is shown in the following figure and is inclusive of the entire EcoInnovation District revitalization area.



Earlier phases of this scope are expected to provide the documentation that satisfies TRID planning study requirements such as complete infrastructure and development projections.

Based on available funding sources, the Consultant should recommend a percentage of diverted increment that could be utilized for improvements within the TRID district. The Consultant should also recommend a collateral structure for proposed funding sources.

Existing studies, the market analysis, development recommendations, and programs and policies that unlock market potential, and this work will determine the ultimate feasibility of pursuing a TRID.

- Provide a recommendation on the establishment of a TRID (Additional work under Revenue is expected to influence the recommendation).
- Identify a TRID boundary.
- The TRID boundary should follow the guidelines defined by the TRID Act, No. 2004-238. The TRID boundary should also balance infrastructure and transportation improvement needs with the scale, fit, and mix of development within the proposed district.
- Develop value capture projections.

The financial information will include an estimate of the base and incremental value within the district. Construction costs for proposed transit improvements (provided by others) and other infrastructure improvements within the TRID boundary should also be analyzed. The cost of maintaining transit corridor infrastructure improvements will be calculated by others, but maintenance of improved facilities should be considered by this Consultant.

2. Reallocation of existing revenue: The Consultant Team will work with the Core Group to assess opportunities for reallocation and redistribution of existing revenue streams that originate from within the fiscal boundaries of the district.
3. New revenue: Potential sources of new revenue are to be explored to support improvements within the district. The Consultant Team will work with the Core Group to engage stakeholders around creation of new revenue streams from within the district. The Consultant Team will support the engagement by providing projections of what a Neighborhood

Improvement District, application of a Special Assessment, or introduction of an Impact Fee/System Development Charge may yield. The level of assessment or fee will be keyed to the Project Palette and associated plans detailed in the District Assessment phase.

Note that the consideration of a multimodal Impact Fee or System Development Charge creates the opportunity to reform the current traffic engineering approach to impact assessment required by the existing Code. An approach keyed to person-trips (and not mode assumptions) is tied back to the District Assessment phase wherein the complete multimodal and access improvement build-out of the network is envisioned, along with provision of incentives such as decoupling parking requirements from development. The establishment of a fee structure also represents an opportunity to shift funding away from endless analysis toward actual physical improvements.

4. Creative sources of funding: The Consultant Team will support the Steering Committee with the identification of funding and/or collateral that may be afforded through sources including (but not limited to) institutions, foundations, and the private market. Initial considerations include:
 - a. Support of initial infrastructure investment should a value capture district be established
 - b. Support of district programs based on restrictions placed on uses of captured tax (or other) revenue
 - c. Investment via Social Impact Bonds or Private Activity Bonds
 - d. Foundation grants

5. Application support: The Consultant Team will provide supporting documentation (such as cost-benefit analysis) for application to several Local, Regional, State and Federal funding sources.
 - a. Local funding sources such as the *Community Infrastructure and Tourism Fund*
 - b. Regional sources include the Southwestern Pennsylvania Commission *Smart Transportation* program and the *Congestion Management and Air Quality Improvement* program
 - c. State sources include a *Pennsylvania Infrastructure Bank* loan
 - d. Federal sources include *Transportation Infrastructure Finance and Innovation Act (TIFIA) loan and Private Activity Bonds, and New/Small Starts*

Cost-benefit documentation must relate Performance Area Goals to funding source program goals and metrics.