

SCOPE OF SERVICES

SCOPE OF SERVICES AND WORK PLAN FOR EQUITABLE GROWTH THROUGH TOD PLANNING

Task 1: Plan Initiation

1.1 Contract Negotiation. Conduct contract negotiations finalizing project.

Scope/budget/schedule/interim deliverables with Department City Planning and Development (“CPD”) electronically in a format, such as Microsoft Word, Excel, PowerPoint, and ArcGIS Version 10.5 or less, which is agreed upon by the City and the Consultant Team.

1.2 Contract Finalization.

Sign contracts with CPD that include the final scope/budget/schedule as exhibits. CPD will provide the Lead Consultant a final copy of the contract.

1.3. Project Initiation Meeting.

Conduct project initiation meeting with Contract Management Team (CMT) to review the work plan, desired outcomes, expectations, project budget and timetable.

- a. CPD will provide plans, studies, and data identified in Task 2.1 at or prior to the Project Initiation Meeting.

Deliverables:

1. **Final Contract signed between both entities (City and the consultant)** (Dec 2021)

Task 2: Public Outreach and Engagement

Public Engagement for TOD Planning will be robust, creative, and tailored to the unique concerns of the community. The goal is a high level of engagement with property and business owners, residents, institutions, and other stakeholders within the study area to ensure participation in the planning process, educate stakeholders about TOD, and to mobilize the local community to develop a shared vision for future land use that incorporates TOD. Outreach will include both neighborhood-based meetings and more focused meetings based on specific topics of interest. Special focus will be paid to consulting with a diverse group of stakeholders.

The Consultant will have primary responsibility for all aspects of promoting, organizing and documenting meetings, including preparing and printing presentation materials and display boards suitable for public review and should include those costs in the overall project budget. City staff and participating agencies will assist with promoting meetings through its established methods of sharing information with the public and will also attend and assist at public meetings. The schedule for major milestones in the Public Engagement process will be determined during Contract Negotiation and included in the project Schedule within the Contract. The Consultant shall submit a preliminary public engagement plan and budget with their proposal that illustrates a high level of creativity and is designed to engage a diversity of stakeholders and community-based organizations with a focus on existing residents in the neighborhoods surrounding the corridors. At a minimum, potential public involvement activities should include:

1. Community Meetings (2 Meetings) – Meetings of the public-at-large to review and discuss the current state of the corridor (Task 3, Existing Conditions Analysis) and the recommendations for implementation of change in the corridor (Task 6, Recommendations). The community meetings will be a workshop format to review, discuss, and comment on the work to date and the comments received from the NAAC and Subcommittee review.
2. Neighborhood Advisory Council (NAC) Meetings (3 Meetings)
The Neighborhood Advisory Council will be made up of representation from each of the neighborhoods along the Prospect Corridor, including residents, businesses, and institutions, to provide a public perspective on the challenges and opportunities identified by the subcommittees, through a lens of Diversity, Equity, & Inclusion. The Council will also provide advocacy for the project within the community and guidance for implementation for the plan.
3. Subcommittees (3 Public Workshops for TOD and Financing and Funding and 4 Public Workshops for Housing & Neighborhoods-each, 910 total)
 - 3.1 Housing & Neighborhoods (H&NSC) – The Housing & Neighborhood subcommittee will be comprised of participants with a specific technical expertise, or interest in development, redevelopment, and infill development through providing a variety of housing types and commercial spaces. The focus of the committee will be the evolution of the Prospect Corridor neighborhoods, including commercial, residential, and institutional uses in the pattern, scale, and context of the neighborhood to support transit.
 - 3.2 Transit-oriented Development Framework Subcommittee (TODFSC) – The TOD subcommittee will be comprised of participants with technical expertise and interest in public space design, including street rights-of-way, with the intent of enhancing connectivity, creating accessibility, and supporting transit-oriented development and transit. The focus of the committee will be creating a connectivity network that enhances the walkability and bikability of the corridor and its neighborhoods to support the transit system.
 - 3.3 Financing and Funding Subcommittee (FFSC) The FFSC subcommittee will be comprised of participants, with an intentional focus on small-scale incremental developers, investors, and financiers who are active in, and experienced with, development within the study area, and supported by regional development and investment interests. A key component of this subcommittee will be discussions regarding the ability of neighborhoods to become self-sufficient and generate a return on the public investments made. The consultant has an initial list in mind, with the intent that the fuller list of participants will be developed with CPD.

Each The TODFSC and FFSC subcommittees will meet three (3) times and the H&NSC four (4) times, as Public Workshops, during the planning process. The first meeting will focus on the creation of a SWOT Analysis for the corridor and adjacent neighborhoods regarding the topic of interest ~~— Neighborhoods & Housing, TOD Framework, and Financing & Funding.~~ The second public workshop will validate the direction of study for each topic prior to creation the recommendations and supporting materials/deliverables for each. The third public workshop for each subcommittee with focus on the review of recommendations for implementation of each topic. The outcomes of each of the subcommittee public workshops will be conveyed to the NAC for review and comment.
4. Surveys – A non-statistical surveys will be prepared at the beginning and end of the planning process (2 Surveys). The surveys will align with each of the Public Meetings and will be used to supplement the in-person engagement by eliciting feedback regarding the SWOT Analysis of the corridor and the recommended policies, strategies and actions prepared. Consultant responsibilities will include designing the survey(s); distribution of the surveys electronically, and analysis of the results.
5. Develop educational materials on the benefits of Transit Oriented Development
 - 5.1 Provide detailed visualizations of the corridor in the existing 3D model of Kansas City
6. Develop and maintain a study website that provides project updates, houses relevant documents, and allows individuals to sign up to receive additional information. (While Consultant will have primary responsibility for developing and maintaining website during the project, it shall be hosted on a platform where CPD can be provided access and the ability to make updates as needed after the Consultant’s portion of the project is complete).
7. Coordination and technical collaboration meetings with the Contract Management Team (1 every 2 weeks; may be teleconference or in-person)
- 8 Coordination meetings with staff design team (as needed)

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9. Meetings with individual / small group stakeholders as needed (up to 35). The people targeted for these meetings may overlap with participants of the Neighborhood Advisory Council and the Subcommittees.
 - Transit providers and multimodal organizations
 - Elected officials
 - Neighborhood groups and area residents
 - Area businesses local employer’s Historic preservation groups
 - City staff responsible for zoning code administration
 - Affordable housing and fair housing organizations
 - Developers
 - Others identified during the process

Task 3: Information Gathering and Analysis of Existing Conditions

3.1. Information Review: Review and provide a summary of the following recent studies, plans, and data to be provided by CPD:

- a. Transit Oriented Development policy
- b. Heart of the City Area Plan
- c. Swope Area Plan
- d. Truman Plaza Area Plan
- e. Smart Growth TOD Technical Assistance Recommendations
- f. KC Catalytic Urban Redevelopment Plan
- g. PSP – Troost/Prospect R-O-W Study
- h. Main Street Overlay District Regulations
- i. Independence Overlay District Regulations
- j. Prosperity Playbook
- k. All other plans and policies as identified by the City

3.2. Analysis of Existing Conditions for Overlay Zoning District

To provide a baseline of information for the creation of the overlay district the following data and tasks will be gathered and analyzed. The creation of the overlay district as identified in Task 5, will be prepared engaging the TODF Subcommittee to discuss issues related to development, density, development character, and urban design.

- a. Determine appropriate boundary of overlay district.
- b. Review and compare current land uses, future land uses and zoning within and immediately adjacent to the corridor.
- c. Create an existing condition map delineating place typologies.
- d. Review the existing City Development Code and related regulatory framework and any constraints it poses for the development of TOD overlay.
- e. Create preliminary projections based on a generalized approach to potential future zoning
- f. Work with city staff to develop list of sites that have the greatest potential to change within the project area. This would include identifying key opportunity sites that are well suited for TOD development.
- g. Determine suitable land uses for segments along the corridor.

3.3. Analysis of Existing Conditions for TOD infrastructure

- a. Assess the accessibility of the corridors and the BRT station areas by drivers, bicyclists, and pedestrians and identify constraints
- b. An overall inventory of physical conditions of infrastructure within the BRT station areas and other locations identified within the process.

3.4. Analysis of Existing Conditions for Community, Real Estate, and Economic Development Identification and assessment of Major Developments Since 2014

- a. Defining the opportunity and barriers – financial (demand, real estate value), etc. – for the new development to the corridor and neighborhoods.
 - Ivanhoe Senior Housing at E. 39th Street and Garfield Avenue
 - Morning Star Senior Housing – 27th Street and Prospect Avenue
 - Morning Star Youth and Senior Activity Center – 28th Street and Prospect Avenue
 - Sun Fresh Grocery Store at Linwood Shopping Center
 - Emanuel Childcare Center and Activity Center – Swope Parkway and Prospect Avenue
 - 5008 Prospect Small business incubator program
 - Leon Mercer Jordan Campus & East Patrol Police Station – 27th Street and Prospect Avenue
 - Others as identified in the City’s Major Investment file and approved projects that have not yet been constructed.
- b. Review surrounding neighborhood and journey to work commuting context, including key economic nodes and employment centers and trends.
- c. cursory Assessment of the neighborhoods adjacent to the project area, including but not limited to Paseo West Neighborhood Association, Forgotten Homes Neighborhood Association, Independence Plaza Neighborhood Council, Washington Wheatley N.A., Wendell Phillips N.A., Santa Fe Area Council, Key Coalition N.A., Ivanhoe Neighborhood Council, Palestine outreach Center, Oak Park N.A., Town Fork creek N.A., Blue Hills N.A., Foxtown West N.A., Tri-Blenheim N.A., Walnut Grove N.A., to evaluate potential impacts of development/investment/challenges in those areas on the project area corridors.
 - Adjacent neighborhoods will be assessed by prominent zones along the corridor and representative building types from a real estate perspective. This includes achievable rents, sales prices, and their sensitivities to regulatory changes. The data gathering work in this task will be strengthened by the participation of incremental rehabbers and developers active in the area. This enables the identification of the most feasible opportunities for infill commercial. These small commercial and business incubations opportunities will be considered for inclusion in future catalytic site planning tasks. The data and preliminary modeling will contribute more robust recommendations in later tasks and provide low-barrier to entry opportunities to local wealth-building.
- d. Review the goals and strategies of the community-based organizations currently working to support housing, commercial, institutional and neighborhood development in the project areas.
- e. Conduct a TIF analysis to show how TIF could impact revenues over time, as well as what zoning is needed to make TIF viable; ex: how can TIF support affordable housing goals?
- f. Review the Individual Criteria Ratings for the New and Small Starts Project Evaluation and Rating under the FTA’s Section 5309 Capital Investment Grant Program. Assess how the Project Area may be scored under the Land Use and Economic Development Criteria and identify areas for further evaluation during TOD Planning in an attempt to ensure the TOD study recommendations best position the City to maximize its rating on future Capital Investment Grant Program applications. (Note: the underlying data and preliminary recommendations required to address the Affordable Housing Measure will be contained within the TOD Market Analysis and Affordability Strategy)

3.5. Market Analysis and Affordability Study

The consultant team will complete a Market Analysis and Affordability Study to inform the TOD Planning Process. That project will be carried out concurrently within the early portion of the TOD Planning effort. The consultant carrying out the TOD Planning Study will be expected to closely coordinate with the consultant carrying out the Market Analysis and Affordability Study to incorporate the results and recommendations of that document into the overall TOD Planning. This task will focus on using real estate market information, employment trends, and demographic analysis to create a bridge between the many existing City and KCEDC plans and strategies for the study area and coming market trends and opportunities. See below.

The Market Analysis and Affordability Study will include a close study of the lifestyle preferences of households that are already living in the study area and that may be seeking new places to live. We will also study new households that might be inclined to move into the study area – if new housing choices and missing formats are developed. The lifestyle cluster data is robust and will be used to study lifestyle preferences for building sizes and format by tenure (owners and renters).

The optimal building formats will also be aligned with the Missing Middle Housing typology and with “Step Buildings ©” developed by the Incremental Development Alliance. In the plan, the optimal formats will also be allocated to site-specific projects that could serve as economic catalysts for the corridor, surrounding neighborhoods, and study area.

The Target Market Analysis will study the incomes and price tolerances of migrating households. It will measure the magnitude of market potential across the full spectrum of prices, including luxury, market rate, moderate-income, and low-income. However, to ensure that we can focus on the Target Market Analysis approach, we will not base the market potential on HUD’s stringent indices like Area Median Income (AMI) and Low-to-Moderate Income (LMI) brackets. In other words, the study will not be a technical “Affordable Housing Study” that follows analytical rules typically mandated by HUD.

Evaluate Existing Employment and Demographic Trends

The area overview materials that will be produced as part of this process will provide an excellent foundation for analyzing existing employment and demographic trends in the area. The consultant team will build on this work by performing data analysis for subareas, which will be formalized within the process that are selected based on information from existing studies, data availability; subarea boundaries may be modified to reflect other geographies such as Census block groups and or ZIP codes to facilitate the trend analysis process. Trend data to be compiled and analyzed will include: relevant economic trends; relevant demographic trends; real estate market indicators measured by inventory by product type, rents and sales prices, vacancy/occupancy rates, absorption rates; and proposed, planned, and recently built projects.

The local employment, population, and real estate inventory growth trends will be compared against City and regional trends. In addition to the data analysis work, the consultant will also review relevant background materials and consider social equity when undertaking this process.

Analysis of Future Demand

Data compiled to evaluate existing employment and demographic trends will be compared to employment and demographic projections for the region. Consultants will use trend data, interviews with key real estate and economic development experts, Kansas City Economic Development Corporation results, and other published data sources. The data will assist with identifying growth industries that are relevant to the Prospect MAX corridor, identifying key trends in these industries, and describing the corridor’s potential to capture growth and reinvestment activity based on its positioning relative to regional trends. It will also generate in-demand residential and commercial incremental building types for analysis in subsequent tasks.

The final work product for the Market Analysis will be designed to inform the larger assignment regarding the TOD zoning overlay, economic development strategies, approaches to include social equity and infrastructure investments. The consultant will prepare a written implementable Market Analysis and Affordability Strategy report in a flexible format that can be easily adapted to support other

documents and presentations; the report will describe key findings and present maps, charts, and data tables as needed to support the findings.

3.6. Identification of Innovative finances and best practices

Identification of appropriate financing strategies and recommendation of emerging or innovative national “best practice” financial and policy tools that the City should consider for fostering transit-oriented development or capturing revenue from TOD to fund transit infrastructure and operations and maintenance itself. This should include value capture mechanisms or other national models. Identify any changes in local or State law that would be required to implement any of the recommended financing strategies.

- a. Identification of generic capital access needs in the corridor and documented gaps in those resources.
- b. Creation of a classification of types of financing needed.
- c. Creation of an Innovative Finance Working Group. A group that can vet ideas on how to bridge resource gaps; this includes identification of "best practices" and virtual interviews of "best practitioners" so we can get real time experience, not just articles or post-facto evaluations

3.7. Informational Interviews: The Consultant will conduct at least 10 and up to 15 informational interviews to inform TOD Planning

- a. Interview candidates will be identified in conjunction with the CMT. They may include local elected officials, community-based organizations, city staff, etc.
- b. Prepare interview questions and revise in conjunction with CMT.
- c. Consultant will conduct confidential interviews and summarize key findings.
- d. These interviews will be separate from interviews carried out by the Consultant preparing the Market Analysis and Affordability Strategy. A written summary of the interviews and focus groups carried out in conjunction with the Market Analysis will be made available to the TOD Planning Consultant team for review.

Public Engagement: (Round #1)

Engagement in this round will focus on establishing a baseline of understanding of the Prospect Corridor and its neighborhoods through sharing the existing conditions analysis created. From the understanding the subcommittees, Neighborhood Advisory Committee, and the public will be asked to prepare a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis of the corridor and neighborhoods. The SWOT analysis will allow the compilation of the perceived and real issues and challenges that the strategic planning process will need to address.

- A. Subcommittees
 - a. Housing & Neighborhoods
 - b. Transit Oriented Development Framework
 - c. Financing and Funding
- B. Neighborhood Advisory Council #1
- C. Public Workshop #1
- D. Interviews - Individual / Small Group Stakeholder – Up to 10 - 15 session
 - a. Consultant will meet with Asst. City Manager of Economic Development
 - b. Real Estate Experts, in addition to expertise on the Funding & Financing Subcommittee.
- E. On-line Survey #1 – focused on corridor existing conditions and desires for the future.
- F. Website Updates – as necessary

G. Staff Design Team

Deliverables:

1. State of the Corridor (May 2022)
 - a. Plan and Policy Review / Summary
 - b. Land Use, Future Land Use and Zoning Analysis
 - i. A spreadsheet of the land uses, future land uses, and zoning for each property.
 - c. Overlay District Existing Conditions
 - d. Infrastructure Assessment
 - i. A report listing the infrastructure opportunities and deficiencies along the corridor as they related to TOD.
 - e. Market Analysis and Affordability Strategy
 - f. Innovative Finance & Best Practices
 - g. Assessment of Major Developments
 - h. All notes, summaries of key findings from interviews, and a list of names of those interviewed.
2. Educational Materials regarding TOD
3. Presentation & Meeting Materials

Task 4: TOD Framework (Connectivity and Public Realm Planning)

The objective of this task is to develop a vision for the public realm in the study corridor that meets the needs of diverse stakeholders and helps grow local support for the BRT line while increasing transit ridership and connecting workers to jobs and other destinations. A critical component of supporting transit is prioritizing a functional, pleasant and safe environment for non-motorized traffic not only along transit routes, but also in the mixed-use areas surrounding transit stops. In addition to setting forth a vision for the corridor, this task will result in a plan for excellent pedestrian and bicycle connectivity in a setting that is safe, convenient, and aesthetically pleasing. Components of this task are included below and should result in identification of a series of priority projects to improve connectivity and access to the corridors, as well as public realm improvements to the corridors themselves.

4.1. Bicycle, Bus, and Pedestrian Connections

Analyze existing conditions for bicyclists, bus riders, and pedestrians along the Prospect BRT Corridor and the primary routes that serve them from the surrounding neighborhoods, identify missing links in the network, and identify impediments to an optimal experience. Recommend improvements to the network that reduce barriers to accessing the corridors for bicyclists, bus riders, and pedestrians. Coordinate recommendations existing planning efforts include map(s) with analysis.

4.2. Develop Street Section Alternatives

Develop at least two potential street section renderings to illustrate proposed connections to the transit stops, with attention to the primary crossing streets, and design details including improved streetscape, green infrastructure, and multimodal considerations (including existing local bus routes), improved sidewalks, lighting, etc., as recommended in the Troost/Prospect R.O.W. Enhancement Study PSP and Prospect MAX Planning Assessment Study and other planning efforts. These alternatives would be shared with the public for review and refinement during the planning process to determine how the

Prospect MAX can best be integrated into these corridors to support stakeholder goals and to identify a preferred conceptual alternative.

All street section concepts must work within the conceptual design work from previous studies, including the Troost/Prospect Right-of-Way Enhancement Study PSP and the Prospect MAX Planning Assessment Study.

4.3. Wayfinding. Develop Conceptual Wayfinding System

Determine which destinations should be included, provide proposed types of signs, strategies to link with existing wayfinding systems, and include a map of locations where they will be used. The Development of the Conceptual Wayfinding System will conform to guidance in the Troost/Prospect Right-of-Way Enhancement Study PSP and the Prospect MAX Planning Assessment Study and build upon the results of the overall planning effort.

4.4 Public Realm Improvements

Make recommendations for public realm improvements along the Prospect MAX line. Components of these recommendations should include, but not limited to, bike and pedestrian accommodations and amenities, green infrastructure, landscaping, and other public amenities within the right-of-way. Renderings and precedent photos should be included to illustrate these concepts. All public realm improvements must conform to guidance in the Troost/Prospect Right-of-Way Enhancement Study PSP and the Prospect MAX Planning Assessment Study.

4.5 Accessibility

Identify any existing barriers within the public realm that would prevent individuals with a disability from equal enjoyment of the Prospect corridors and make recommendations to mitigate those barriers. Ensure that accessibility is a priority that underlays all recommendations in this task.

4.6 Parking Assessment and Recommendations

Assess the impact of new TOD on the supply and demand of parking in the Prospect Corridor. Recommend strategies to address the anticipated change in demand based on national best practices in managing parking within TOD corridors.

4.7 50% Concept Review

After completion of initial rounds of public engagement, Consultant will present initial concepts for review by CMT prior to presenting to NAC and public during next phase of Public Engagement. Items to be presented for CMT/NAC review at this stage (with references to the relevant scope task) include at a minimum:

- a. Summary of initial phases of Public Engagement (Task 3)
- b. Draft of street sections that will be presented to the public for review and comment (Task 4.3).
- c. Report on barriers to TOD within the City's existing City Development Code, national TOD Zoning case studies, and recommendations regarding the overall structure/contents of a proposed TOD Zoning District (Tasks 5.2 & 5.3).
- d. Preliminary corridor land use recommendations propose sites for the creation of detailed development plans/renderings and propose development goals for each site (Tasks 6.1 – 6.4).
- e. Summary of proposed Financing Strategies and Policy Tools that Consultant recommends for further analysis/public engagement during next phase of Project. (Task 8.1 & 8.2)

Public Engagement: (Round #2 – to be aligned with initial work in Task 4, 5, 6, & 7)

Engagement in this round will focus on establishing the direction for change within the Prospect Corridor and its neighborhoods through sharing what was learned from the SWOT Analysis, regarding the barriers and opportunities for development, multimodal connectivity, and funding. The direction for change will be defined by the initial review and analysis SWOT and the desires of the community as conveyed in the engagement activities to date. The direction will provide the foundation for documenting the desired changes to corridor and neighborhoods and the implementation steps necessary for achieve the desired change.

- A. Subcommittees
 - a. Housing & Neighborhoods – 2 meetings (focused on the work in Task 5)
 - b. Transit Oriented Development Framework
 - c. Financing and Funding
- B. Neighborhood Advisory Council #2
- C. Website Updates – as necessary
- D. Staff Design Team

Deliverable:

- 1. ProspectUS Framework (Aug 2022)
 - a. Alternative Modes Analysis & Recommendations
 - i. Wayfinding
 - ii. Accessibility
 - iii. Public Realm Improvements
 - b. TOD Street Sections (Alternatives & Preferred) – with special attention paid to the bicycle, bus, and pedestrian connections.
 - c. Parking Management (w/ best practices)
- 2. Presentation and Meeting Support Materials

Task 5: Transit Oriented Development Corridor Zoning Overlay

The project team will be required to recommend, develop, and refine specific land use controls intended to drive investment in high-density mixed-use development along TOD corridors. This will require developing a TOD zoning framework that could be implemented along any of the City’s major transit. This task includes four main deliverables and ongoing interaction with an internal working group of City staff responsible for administering the zoning code.

5.1. Existing Zoning Code and Land Use Assessment

Conduct a thorough assessment of the City’s existing zoning code and land uses of property to determine if sufficient supports or barriers exist to accomplishing the objectives of TOD and produce a report detailing what changes are needed to help foster higher-density mixed-use TOD and incremental development in the corridors.

5.2. National and Local Case Studies

Conduct research and present case studies on at least three national examples of comparable cities that have developed zoning to support TOD, equity and identify the various methods of regulating development in transit corridors. Also, local examples, such as the Main Street Overlay as an example to study. Selected examples for study should include a new TOD zoning district category and/or TOD

overlay zone, which took effect through a TOD plan. At least one of the case studies should be a city that utilizes density bonuses or incentive zoning in exchange for defined public benefits (e.g. affordable housing) as well as other approaches that are deemed by the Consultant to have potential in the corridor. Case studies should include details related to the implementation and administration of the zoning tools.

5.3. Identify a Framework for a Local Solution

Present the various regulatory methods from Task 5.2, recommend a preferred method for adoption locally, and work with stakeholders to develop an agreed upon structure for new land use controls in the corridors. CPD will assemble an internal working group of City staff who work on administering the zoning code to provide input and feedback to the Consultant as needed during the completion of this task. CPD will also work closely with the Consultant to provide direction and clarification on the City's existing zoning code administration. The Consultant should assume 3-4 meetings with this working group will be required for the completion of Task 5. To support this task, a Sensitivity Analysis will be performed to enable small-scale development, identifying obstacles for identified zones.

5.4. Draft TOD Zoning Code Language and Guidelines

Using the City's existing TOD policy as a starting point, create fully developed zoning code text language to be inserted into the City's Code of Ordinances based on tasks identified in this scope of work to meet the objectives for economic development, density, equity, sustainability, urban design, housing affordability and historic preservation. Provide drafts of this text to stakeholders and City staff and revise as requested. Include the following elements at a minimum for any proposed new or amended zoning districts or overlays:

- a. Create graphics to illustrate text language and integrate the graphics into the body of the text.
- b. Proposed parking minimum and maximum appropriate for TOD corridors based on station area densities.
- c. Include design requirements for items to be addressed by zoning including but not limited to glazing, setbacks, minimum and maximum heights, densities, landscaping, etc.
- d. Include a complete set of any new required definitions, land use tables, or zones required to implement TOD zoning recommendations.
- e. Include procedures for review and approval of projects proposed within the new districts or overlays (i.e. staff review versus formal City Plan Commission review).
- f. Produce presentation aids, graphics, and other similar materials to guide City staff responsible for zoning code administration as well as external stakeholders through the proposed regulations.
 - i. Visualize and quantify new zoning recommendations to create final projections in the 3D model
- g. Ensure that all presentations and documents are well organized, user friendly, and consistent with the City's urban design guidelines and comprehensive plan.

Deliverable:

1. ProspectUS Overlay (Nov 2022)
 - a. Code & Land Use Assessment
 - b. Case Studies
 - c. Local TOD Framework & Application
 - d. Draft Overlay District
 - e. District Legal Description
2. Presentation and Meeting Support Materials
 - a. Presentation materials (ex. PowerPoint presentations, concept boards, maps).

- b. Comparison worksheet of zoning, future land use, current land use.
- c. Copy of all reports in Word document and flash drive.

Task 6: Economic Development, Housing, and Multimodal Improvement Recommendations

The consultant task will develop overall TOD goals for the corridor and recommend the ideal uses and density for future residential, industrial, commercial, and mixed-use development making sure to incorporate the results of the Market Analysis and Affordability study. Looking at the context of each area as it relates to density and use will be critical. Development should integrate with the existing neighborhoods in terms of use, bulk, form, height, architecture, landscaping, and streetscape. Visualization tools and design concepts are an important part of this effort. Transit Oriented corridors are usually characterized by a mix of uses, moderate to high density, pedestrian access, transportation choices, reduced parking and high-quality building design. The consultant will use those basic characteristics to build a TOD corridor specific to Kansas City. The consultant will be expected to use those themes mentioned above to create and apply strategic implementation measures and steps to housing, economic development and multimodal improvements along the corridor.

6.1. Catalytic Development Site Plans

Based on the results of the market analysis, discussions with the CMT and other stakeholders, and identify at least five catalytic sites and any small-scale incremental sites that are scalable as small development within the study area. For each of the sites:

- a. Determine desired uses, densities, and urban form for new Transit Oriented Development, including addressing job creation and parking needs.
- b. Create rendered images to describe the scale and massing of potential buildings and how they relate to the urban environment, including site plans and axonometric renderings (see housing recommendations and multimodal recommendations).
- c. Develop conceptual-level narrative and market proformas for each catalytic project proposal to help identify and illustrate market limitations and opportunities, as well as potential funding gaps and financing strategies. This should include square footage totals for each proposed use, parking totals, and proposed number of housing units.
- d. For any small-scale, incremental sites scalable as primarily small development, not incremental elements of larger catalytic sites above (e.g. a master developer arrangement on publicly controlled land with individual small-scale developers implementing individual projects within) conduct subtasks a-d above to an appropriate level of detail for the opportunity.

6.2. Housing Recommendations

Prepare recommendations for housing, economic development and multimodal improvements based on the data collection from the previous tasks and the comments from the stakeholders, experts working along the corridor and city staff. The recommendations should be unique to the corridor. The housing recommendations should focus on increasing housing density throughout the corridor with a variety of housing types. Homeownership is important to the stability of a neighborhood. New homeowners want the option to choose between housing types and housing that is affordable. There should be a combination of renters and homeowners along the corridor and the adjacent corridors to support transit along Prospect Avenue. The recommendation should include protection of existing residents while welcoming new residents to the area.

- a. Small-Scale Incremental Residential Opportunities - based on local data and the Market Analysis, a suite of preferred residential options will be identified for testing for physical, market feasibility, and tenure. This subset 'library' of small-scale residential types will be from a wider range of options but narrowed down based on the implications of these three factors. Key implementation obstacles and opportunities will be identified along with recommendations to remove barriers or exploit existing, potentially unrealized opportunities.
- b. Two (2) small-scale conceptual site plans demonstrating housing infill opportunities using typical lot sizes in a yet unidentified neighborhood location. The infill housing site planning exercise may take the form of single lot infill and another exploring a double lot scenario. These site plans will be laid out according to recommended zone standard changes and include both a physical and financial summary.

6.3. Economic Development Recommendations

The recommendations for this section will include strategic implementation of economic development specifically tailored for this corridor. The recommendations will highlight the transit available in this area and complement the potential for having a dedicated Bus Rapid Transit along the corridor.

- a. Small Scale Incremental Commercial and Business Incubation Opportunities
One (1) conceptual site plan demonstrating small-scale commercial infill opportunities using typical lot sizes in a yet unidentified corridor location. The infill commercial site planning exercise will take the form of single lot infill. This site plan will be laid out according to recommended zone standard changes that encourage low barrier to entry commercial opportunities and include both a physical and financial summary.
- b. For small-scale, a strategic implementation plan for small-scale infill responding to market realities and what is feasible in the short-term alongside advancing the new zoning provisions as a support piece to the larger Strategic Implementation Recommendations, will be provided.

6.4. Recommendations for Multimodal Improvements

These recommendations are capital improvement projects. The recommendations should be specific to this corridor. The improvements recommended will improve the walkability throughout the corridor, the access to the corridor from all modes of transportation and call-out any missing segments of connectivity from surrounding neighborhoods to the corridor.

6.5 75% Concept review

After completion of additional public engagement and concept review and prior to preparing the Draft Plan document, Consultant will present preliminary recommendations for all scope tasks to **CMT** for review. A full draft of the text for TOD Zoning District and/or overlays will also be submitted for review.

Public Participation: (Round #3)

Engagement in this round will focus on the review of recommendations being made to address housing and neighborhoods, the TOD framework, and the financing and funding opportunities for implementation. Each element that will form the content of transit-oriented strategy document will be reviewed by the associated subcommittee, Neighborhood Advisory Committee, and the public.

1. Subcommittees #2
 - a. Housing & Neighborhoods
 - b. Transit-oriented Development Framework
 - c. Financing & Funding
2. Neighborhood Advisory Council #2
3. Public Workshop #2

4. On-line Survey #2
5. Staff Design Team – 75% Concept Review
6. Website Updates – as necessary

Deliverable:

1. Future ProspectUS (Aug 2022)
 - a. Policy & Strategy - use & density patterns, economic development Initiatives & connectivity
 - b. Strategic Implementation - Actions & Tools
 - i. Catalytic Development Site Plans
 - ii. Housing Recommendations
 - Including conceptual plans of housing added along the corridor at station locations
 - Strategic implementation of recommendations
 - iii. Economic Development Recommendations
 - Strategic implementation of recommendations
 - iv. Multimodal Transportation Recommendations
 - 3 detailed conceptual plans of options to improve multimodal activity along the corridor
 - A toolkit of mix and match options that city can use to fit the character of the transit stop locations
2. Presentation and Meeting Support Materials

Task 7: Financing Strategies, Policy Tools and Funding Sources

The objective of this task is to identify and refine the financing strategies and policy tools that will be required to both spur TOD in the corridors and to ensure that its benefits are equitably distributed. While the Consultant should describe how these strategies and tools can be deployed to support plan goals in the study area, the Consultant is also expected to develop strategies that could be replicated in the City's other existing and future transit corridors.

Synthesize findings of Market Analysis and Affordability Strategy

TOD Planning Market Analysis and Affordability Strategy will include a housing and commercial affordability strategy that should be synthesized with and incorporated into the TOD Planning Document.

7.1. Develop Financing Strategies and Policy Tools

Identify financing strategies to fund the infrastructure investments required to foster TOD and policy tools needed to achieve the goals of the plan, including incorporating the recommendations of the TOD Market Analysis and Affordability Strategy. This should include new locally viable opportunities to generate revenues, appropriate local, state and federal funding sources, or other sources of funds. These proposals should be concepts or policies not already in use within the City (or be new approaches to existing strategies, not simply an inventory of existing programs and policies). Strategies should be evaluated for viability and likelihood of success and any required State or local law changes required for implementation should be identified. The resulting report will contain, at a minimum, financing strategies and policy tools should be proposed that support plan recommendations to:

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- a. Attract catalytic development that is consistent with Plan goals to key sites along the corridors. This includes recommending a framework for evaluating subsidy requests, including proposing new community benefit requirements, and/or proposing a density bonus or incentive zoning system within the zoning code to ensure new development generates maximum public benefits.
- b. Provide opportunities for the creation of minority- and women-owned businesses along transit corridors.
- c. Create high-quality streetscapes and public places, including wayfinding and gateway signage and other amenities along transit corridors.
- d. Provide bicycle and pedestrian facilities that increase accessibility and better link transit stations to the surrounding neighborhoods.
- e. Preserve existing affordable housing near transit.
- f. Create new affordable and mixed income housing near transit.
- g. Preserve and rehabilitate historic buildings near transit and integrate transit into an existing historic corridor.
- h. Increase homeownership opportunities for low and middle-income households near transit.
- i. Implement any parking management and access strategies recommended in the Plan.

7.2. Finance Application

Prepare a set of initial recommendations based on the knowledge gained in best practice and best practitioner review and conversations outlining and prioritizing options for addressing capital needs of project types envisioned in the recommendations from Task 6 and identify potential partner entities (local, regional, or national) who can finance, provide or align resources to complete those Task 6 recommendations at both the large and small scales of development. Facilitate the integration of those recommendations into a Working Plan in real time generated by a team composed of local government staff and others focused on financing, funding and key aspects of project implementation to realize project development goals as quickly as possible and as adaptably as needed to capitalize on emerging opportunities and to avoid unforeseen barriers.

- a. Identification of best options (at least 2 for each type of capital needed), and reference precedents that can be adapted for Corridor needs.
- b. Coordinate with team efforts to identify priority projects, priority station areas and place types; create scenarios for getting to scale.
- c. Recommendations for priority actions for the City and the transit operator to be taken; to be screened in, they'll each get a pathway analysis.

7.2.2 Working with an Incremental Implementation Team to facilitate the creation of a working plan with identified and prioritized action steps across twelve dimensions critical for supporting incremental development through integrating transportation and land use planning toward the end of increasing the number small-scale, incremental commercial and residential buildings in TOD corridor station areas and corridor wide. Through team actions, the broader Consultant Team will obtain valuable local data and key feedback and insights that will strengthen and accelerate its work to deliver incremental development.

Public Participation:

Deliverable:

1. ProspectUS Investment
 - a. Financing Strategies & Policies (May 2022) – private and public investments
 - b. Best Practices & Financial Tools (May 2022)
 - i. targeted capital alignment strategies to use for each recommendation in plan
 - ii. a list of proven and emerging financial tools for projects recommended.
 - c. Potential Partners (May 2022)
 - i. list of potential financial entities with a project development. The report will list entities, entity contact information, projects entities financed, and tools entities used for different projects
 - d. Local Strategy (Jan 2023)

Task 8: Implementation

The objective of this task is to develop and present strategies that will result in the implementation of plan recommendations. This will include identifying primary and supporting partners responsible for implementation, stakeholders, action steps and timelines. It is expected that the Consultant will work with city staff and other stakeholders throughout the planning process to develop the coalitions and buy-in required for plan implementation to the greatest extent feasible. It is expected that implementation recommendations will consider:

- a. The prioritization and phasing of key plan recommendations.
- b. Identification of catalytic projects and required infrastructure to support them.
- c. Timing for recommended zoning changes.
- d. Integrating equity measures throughout the implementation strategy of this plan.
- e. Identification of viable innovative financing strategies that would be required to support TOD (see task 7).
- f. Identification of regulatory barriers that would prevent the implementation of any plan recommendations and strategies to overcome them (see task 7).
- g. The ongoing role of TOD Planning partners in stakeholders in ensuring the successful implementation of the Plan.
- h. The identification of, and if possible, development of missing tools required for successful plan implementation (see task 7)

Public Participation:

Deliverable:

2. ProspectUS Action (Jan 2023)
 - a. Implementation Matrix
 - i. Actions - prioritized
 - ii. Responsibility
 - iii. Timeline

Task 9: Reports, Interim and Final Deliverables

Coordination meetings and Stakeholder Engagement opportunities will be ongoing throughout the project as called for in the Public Engagement proposal and final project Schedule. The Consultant should include several “milestone” deliverables when crafting proposals as follows. During the Contract Negotiation phase of the project, CPD and Consultant will work to refine the list of interim deliverables and schedule for major project milestones for inclusion in the Contract.

9.1. Summary of Existing Conditions

Consultant will prepare summary of Information Gathering and Analysis of Existing Conditions and present to CMT prior to first cycle of large format public meetings.

9.2. Draft Plan

Prepare a Draft Plan incorporating the findings and recommendations of all project tasks, with tables, graphs, maps, and photographs where appropriate. This draft will be reviewed by the CMT and PAG and comments will be provided within 14 days of receipt.

9.3. Final Plan

Incorporate changes from the Draft review into a proposed Final Plan that will be made available for full public review and formal approval by the City Plan Commission and the City Council. It is anticipated that the Final Plan document will be designed so that the geographic/corridor specific recommendations within the Plan to assist neighborhood stakeholders in using the document as a roadmap for implementation.

9.4. Public Presentations

In addition to the public meetings and presentations conducted as part of Task 3 (Public Engagement), after submission of the Draft Plan and/or Final Plan, the Consultant will present the recommendations of the TOD Planning Study at up to five public presentations.

Public Participation:

- A. Adoption Hearings – Planning Commission and City Council (including Prospect Corridor Overlay District)

Deliverable:

- 1. ProspectUS
 - a. Draft Document
 - i. State of the Corridor (May 2022)
 - ii. Corridor Framework (Aug 2022)
 - iii. Corridor Overlay (Nov 2022)
 - iv. Policies, Strategies & Actions – Implementation (Aug 2022)
 - v. Financing and Funding (Jan 2023)
 - b. Final Document (May 2023)
 - c. Project Website (May 2023)

STUDY SCHEDULE

Task #.	Task	Deliverable	Months after NTP
1	Select Consultant and Finalize Contract Services	Final contract signed between both entities (the City and the consultant)	Oct 2021 – Dec 2021
2	Public Engagement	Utilizing a corridor stakeholder committee, public meetings, stakeholder meetings, email/social media outreach and engagement.	Jan 2022 – Mar 2023
3	Existing Conditions Analysis	Report on demographic trends, land use, transportation system, infrastructure, etc.	Jan 2022 – May 2022
4	TOD Framework	Report identifying corridor station areas, and typologies (according to Kansas City TOD Policy)	Mar 2022 – Aug 2022
5	Transit Oriented Land Use and Development Plan	TOD zoning overlay tool including text, graphics, maps and legal description.	Jul 2022- Dec 2022
6	Economic Development, Housing/Neighborhood and Multimodal Improvement Recommendation	Create report analyzing each subject, include public input obtained and list initial recommendations	Mar 2022 – Aug 2022
7	Financial Strategies and Funding Sources	Create a report listing financial strategies and funding sources available based on recommendations provided for Task 6. Prepare a list of key entities (public & private) who should partner together for a project.	Jan 2022 – May 2022; July 2022 - Jan 2023
8	Implementation Strategy	Review recommendations from Task 6 and Task 7. Prepare a detailed strategy of how to achieve the recommendations from Task 6. Show conceptual plans of possible development. Prepare a detailed strategy of how to achieve the recommendations from Task 7 and identify key projects and actions which would be impactful based on your financial strategies and funding sources identified.	Oct 2022 - Jan 2023
9	Reports, Interim & Final Deliverables	Final TOD Overlay PowerPoint presentation for adoption of overlay by governing body. Final Recommendations and Strategic Plan for Economic Development, Housing/Neighborhood, Multimodal Improvements, Financial and funding sources.	Dec 2021-Mar 2023