

## Scope of Work

The following outlines the PRA's recommended scope of services for completing a vision and development/implementation plan for the aforementioned undeveloped parcels currently held by PRA and buildings formerly held by the School District of Philadelphia facilities (Pepper Middle School and Communications Technology High School) in Eastwick. The scope includes project phasing and tasks, a public participation plan, and expected deliverables. Respondents may deviate from the recommended scope, but must include a description of how all tasks and outcomes will be addressed. The project is anticipated to take twelve (12) months from the contract start date of January 3, 2017.

## Project Phases and Tasks

The project is broken into the following phases:

1. Analysis of Existing Conditions
2. Public and stakeholder engagement and input (woven throughout the process)
3. Concept Development, Feasibility, and Recommendations
4. Final Document

Tasks include:

1. Analysis of Existing Conditions
  - 1.1. History
    - 1.1.1. Consultant shall be aware of the history of land changes and developments, with attention to historical land use, governmental interventions, social implications, and infrastructure.
  - 1.2. Existing Conditions
    - 1.2.1. Consultant shall review all existing information regarding the site to include demographic, economic, environmental, and site suitability information provided by the Philadelphia City Planning Commission ("PCPC") and other City agencies. The consultant shall also be aware of recent or current revitalization initiatives and development proposals.
    - 1.2.2. Consultant shall tour the study area to see issues firsthand.
    - 1.2.3. The consultants will analyze existing physical, demographic, economic conditions of Eastwick, including:
      - 1.2.3.1. Demographics (employment patterns, vacancy rates, housing tenure, socio-economic composition, educational attainment, race, recent populations and ethnic shifts, transportation mode share, statistics related to the current housing, retail, and industrial market, and other relevant information);
      - 1.2.3.2. Land Use and ownership of vacant land (furnished by PCPC);
      - 1.2.3.3. Condition assessment of buildings, public spaces, and vacant land, including but not limited to Town Gardens, Larchwood Gardens, Inglis Gardens, Clearview and Korman Residential communities;
      - 1.2.3.4. Current zoning and allowed uses and activity (furnished by PCPC);
      - 1.2.3.5. Existing infrastructure (furnished by PCPC);
      - 1.2.3.6. Transportation access including traffic patterns, street configurations, pedestrian and bicycle access, public transportation, and parking;
      - 1.2.3.7. Proximity of civic and municipal support services;
      - 1.2.3.8. Environmental concerns, including, but not limited to, noise and traffic from industrial uses, flooding, climate change, and the presence of the Airport;
      - 1.2.3.9. Potential funding sources for implementation, and regulatory or incentive programs geared toward development in environmentally sensitive areas.

## 2. Management Meetings

2.1. Consultant shall meet with project managers PRA and with liaisons from PCPC a minimum of nine (9) times interspersed throughout the process and will additionally communicate as needed through email and telephone. Additionally, consultant shall communicate with District Councilman Kenyatta Johnson's Office as needed.

## 3. Public Engagement and Input

### 3.1. Stakeholder Interviews and Roundtable Discussions

3.1.1. Consultant shall interview stakeholders to understand current conditions and interest in the land:

- 3.1.1.1. PHL Airport ("PHL") and the businesses/vendors that serve the facility;
- 3.1.1.2. PRA;
- 3.1.1.3. PCPC;
- 3.1.1.4. Councilman Johnson's Office;
- 3.1.1.5. School District of Philadelphia ("SDP");
- 3.1.1.6. Philadelphia Water Department ("PWD");
- 3.1.1.7. Office of Sustainability ("OOS");
- 3.1.1.8. Philadelphia Office of Emergency Management ("OEM");
- 3.1.1.9. Philadelphia Department of Parks and Recreation ("PPR");
- 3.1.1.10. Philadelphia Commerce Department ("Commerce");
- 3.1.1.11. Philadelphia Industrial Development Corporation ("PIDC");
- 3.1.1.12. Philadelphia Office of Transportation and Infrastructure Systems ("OTIS");
- 3.1.1.13. Philadelphia Streets Department ("Streets");
- 3.1.1.14. Southeastern Pennsylvania Transportation Authority ("SEPTA");
- 3.1.1.15. Heinz Wildlife Refuge ("Heinz");
- 3.1.1.16. Eastwick Friends and Neighbors;
- 3.1.1.17. Eastwick United;
- 3.1.1.18. Potential developers (tbd);
- 3.1.1.19. others as identified, including members of the general public.

Consultant shall converse with stakeholders as needed to assure that plan recommendations can be implemented.

3.1.2. Consultant shall convene at least three facilitated roundtable discussions as the plan develops with sub-sets of stakeholders identified in 3.1.1. All roundtable discussions shall include community leaders, PRA, PCPC, Councilman Johnson's Office, PHL, SDP, and others as required. Topics of roundtable discussions should include site constraints, desires of the community, interests from other stakeholders, visioning, feasibility, and strategic recommendations.

### 3.2. Public Meetings

3.2.1. Consultant shall host a minimum of three (3) Public Meetings that shall:

- 3.2.1.1. Provide an analysis of current conditions, including constraints and potential development interests.
- 3.2.1.2. Facilitate feedback from the community to understand their issues and needs related to the site in consultation with PRA and PCPC regarding meeting formats.
- 3.2.1.3. Present feedback from preceding public meetings, stakeholder interviews, and roundtable discussions.
- 3.2.1.4. Present preliminary strategic recommendations by eliciting more specific feedback from community regarding preliminary visioning and concept development and recommendations.
- 3.2.1.5. Present vision plan and ask for final comments.

- 3.2.2 The consultant shall work with PRA and local community organizations to conduct community outreach, including designing and distributing notices through local civic groups and other local organizations. Note that electronic communication will not be very effective in this district, so Applicant will be required to use additional means of communication. The consultant will be responsible for hard copies of flyers to be distributed by community organizations, for posting flyers in the local library and grocery store, and for press releases to be sent to local news media. The consultant will establish an email address and mailing address to gather comments and respond to citizen questions regarding the process and the plan.
4. Concept Development, Feasibility, and Recommendations
  - 4.1. Desires and Constraints Analysis
    - 4.1.1. Consultant shall use information gathered from existing conditions research, stakeholder interviews, roundtable discussions, and first community meeting to analyze desires and constraints.
    - 4.1.2. Consultant shall analyze feasibility of potential outcomes.
    - 4.1.3. Consultant shall create a unified vision plan for the site.
    - 4.1.4. Consultant shall make strategic recommendations related to zoning, infrastructure, and policy that will help achieve the goals set out in the vision plan. Recommendations shall be vetted through the public, stakeholders, and roundtable discussions to ensure that they are realistic and have a potential for implementation.
5. Final Document
  - 5.1. Consultant shall create a final document that includes information from all tasks listed above, including but not limited to: history, existing conditions, concept development, vision plan, feasibility study, development plan, strategic recommendations, phasing, public meeting summaries, and next steps for implementation.
  - 5.2. Consultant shall present a draft to PRA, stakeholders, and make a copy accessible to the public for comment. The comment period shall be at least thirty (30) days before a final plan is produced.

### **Steering Committee**

The project will have a steering committee comprised of community, business and government representatives, and the consultant will work with the Steering Committee in the following ways: 1) to refine the scope and process prior to starting work, 2) to be advised on the constraints that need to be considered, 3) to help spread information to constituent organizations, and 4) to review deliverables throughout the process. The Steering Committee will meet with PRA and PCPC once prior to consultant selection, and with the consultant three times throughout the study process. The Consultant shall seek to work closely with the committee, and make efforts to integrate the committee's recommendations. However, the committee shall be strictly advisory in nature.

### **Tangible Work Products**

All work products will become the property of the PRA.

PRA requires completion and delivery of at least the tangible work products listed below.

1. A matrix of possible and advisable re-uses of undeveloped parcels given site constraints (or conversely a matrix of uses that are not acceptable);

2. A matrix of desired development given interests of stakeholders and community members;
3. Notes and any graphics produced from stakeholder interviews and roundtable discussions;
4. Powerpoint presentations and/or boards as appropriate for Public Meetings should include but are not limited to;
  - a. Existing Conditions;
  - b. Matrices of possible re-uses and site constraints;
  - c. Other planning efforts underway;
  - d. PRA resolution;
  - e. Summaries of Stakeholder Interviews, and Roundtable discussions;
  - f. Summaries of preceding Public Meetings (if applicable) ;
  - g. Preliminary concepts and recommendations;
  - h. Draft recommendations;
  - i. Draft vision plan;
  - j. Feasibility and phasing (optional)
5. Meeting Summary Report for all Public Meetings;
6. Hard and electronic copies of flyers to publicize all meetings;
7. A vision plan that combines redevelopment possibilities with interests of stakeholders and community members;
8. A feasibility study that outlines steps to achieve the vision plan with phasing, associated costs, and funding strategies to achieve outcome;
9. Preliminary draft and final document that includes history, existing conditions, summaries of community and stakeholder input, matrices of desires and constraints, vision plan, feasibility study, strategic recommendations, phasing plan, and supporting maps and graphics. Consultant shall furnish Final Report in a pdf that can be posted on the PRA web site. PRA shall furnish, in hard copy, Executive Summaries of the Final Report.