

## Attachment A

### Olympia Community Renewal Area Scope of Work ECONorthwest

March 29, 2013

#### Approach:

This project has two separate but connected processes. **Component A** is an evaluation of redevelopment opportunity areas, which will result in an action plan for revitalizing selected areas of the City outside of Downtown. It will require about 10 - 15% of overall City effort, and be completed fairly quickly. **Component B** is a detailed Community Renewal Plan for Downtown, and will require more detailed market analysis and action / implementation planning. The schedule for the two components overlaps; to the extent possible, meetings and analyses will address both components to create efficiencies, though the end products will be two separate deliverables. More details follow.

#### Component A: Redevelopment Opportunities and Implementation Options

##### Expected outcomes:

- Identify redevelopment opportunities and implementation options for areas of the City of Olympia; areas will be designated by the Advisory committee based on ECO team's market analysis, staff and Advisory committee knowledge, and other research of the areas identified in the RFQ process, but will not include Downtown Olympia. Downtown Olympia is captured in Component B, as described below.
- Identify what land is to be acquired, buildings demolished or redeveloped and what improvements are to be carried out to revitalize each area.
- Analyze market conditions and realities, as well as public tool kit, to help determine project feasibility and priority.
- Create an action plan with suggested next steps for project implementation.

##### Tasks:

###### A1. Outreach to stakeholders.

Interview property owners and developers and draw on staff expertise to more fully understand opportunities and constraints in each area. This may be conducted as a roundtable discussion.

###### A2. Analysis of redevelopment readiness of each site

Evaluate market variables, barriers to redevelopment, tools available to encourage redevelopment, and property owner readiness to determine which areas are most ready to redevelop.

Meet with advisory committee to present and discuss results.

###### A3. Report and recommendations

Early in the process of completing Component A, the ECO team will meet with the Advisory Committee to collectively determine which areas of the City will

be evaluated.

The consultant will prepare a report that identifies potential redevelopment tools that may apply to these sites, provides a preliminary evaluation of the redevelopment potential of these sites and provides a system for prioritizing redevelopment opportunities in these areas and the use of City resources to further redevelopment of these sites over the next five to ten years. Report should document specific actions to be taken in each area to encourage redevelopment, as well as suggesting a timeline for those actions. In some cases, Community Renewal Area formation may be recommended. In other areas, it may make sense to take very limited or no action in the short-term.

## **Component B: Community Renewal Area for Downtown**

Expected outcomes:

- Develop an analysis of the benefits and constraints of creating a Community Renewal Area or Areas in Downtown Olympia.
- Support outreach and education efforts around the creation of the Community Renewal Area.
- Create a Community Renewal Plan for Downtown Olympia as required by RCW 35.81 for Council's consideration.
- Identify what land is to be acquired, buildings demolished or redeveloped and what improvements are to be carried out to revitalize Downtown.
- Analyze market conditions and realities to help to determine project feasibility and priority.
- Identify what changes in existing land use regulations are necessary to implement the Community Renewal Plan.
- Create an action plan with clear next steps for project implementation.
- Finalize the contract for the \$25,000 in CERB Grant funding.
- Provide an ample opportunity for public engagement while sustaining a sense of urgency and an action orientation.

Tasks:

### *B1. Outreach to stakeholders*

This plan would rely heavily on input from key stakeholders and the general public. The Consultant recommends that the City host a public open-house early in the process to help clarify goals and expectations, and educate the public on what CRAs are and how they work. City will host a second public open house to solicit input from the broader community on project priorities for the Downtown area. Key personnel from the Consultant Team would assist the City in establishing a Community Advisory Committee (CAC) comprised of local property owners, residents and representatives of affected businesses. The Consultant Team would facilitate CAC meetings, soliciting input on appropriate boundaries for a CRA, prioritizing projects and programs to alleviate blight within the CRA, and other issues required to be addressed in the CRA plan.

The Consultant Team will coordinate with affected property owners to understand their plans and objectives and will consider them when preparing project specific redevelopment plans.

### B2.Planning and analysis

A. CRA feasibility. The Consultant will analyze the benefits and constraints of creating a CRA in Downtown Olympia and any other redevelopment areas where this tool may be appropriate. This task would result in a concise report that describes how the CRA program works, what types of projects it may help secure funding for, and what are the program's limitations. This report would be targeted at both public officials and the general public, and would be written in a concise and direct fashion, without using technical jargon.

B. Evaluation of Blight. The ECO Team would analyze socio-demographic trends in the Area, including unemployment, and household income, as well as real estate trends such as improvement-to-land-value ratios (I:L), vacancy rates, floor-to-area (FAR) ratios and visual surveys. Using these data, the Consultant would help the City determine to what extent Downtown Olympia suffers from blight, and which areas of Downtown are most crucial to include in the proposed CRA. After determining blight and identifying boundaries for the proposed CRA, the Consultant Team would work with City staff and the Community Advisory Committee to identify specific actions that the City could take to alleviate blight in the CRA and spur private redevelopment and investment in the Area.

C. Project identification and evaluation.

Specific projects could include property to be acquired, buildings to demolish/redevelop, public improvements to spur private investment, and other programs for the purpose of creating or retaining jobs in the Area. For key properties that are identified as potential sites for new development, the Consultant Team would provide visualizations of possible development capacity and building form to show what future redevelopment on the identified sites could look like. These visualizations, based on preliminary land use code and regulations review, and preliminary project pro formas, will help communicate to the community the power of a Community Renewal Area to transform Downtown Olympia into a more vibrant, urban community. The total number and specific sites for visualizations will be determined in consultation with the Advisory Committee and Mithun, the ECO team's architectural subconsultant. Level of detail in the visualizations and total number of sites evaluated will be limited by the amount of budget available.

To ensure that projects identified in the Plan can be implemented, the Consultant Team would work with market data and City staff to provide preliminary project pro formas to illustrate economic viability of the conceptual projects in the Plan, and forecast future tax revenues that could be

generated through redevelopment of the Area. Realizing that many projects would not pencil out through private resources alone, the Consultant would examine a broad range of financing tools that could help spur new development in Downtown Olympia, including State and Federal grants, Local Improvement Districts, Section 108 loans, EB5 foreign investments, sole-source Impact Fees, and various tax credits and abatements.

The Consultant Team will review local land-use codes and other regulations to ensure they can enable the proposed redevelopment called for in the CRA Plan. Where appropriate, the Consultant would recommend changes to local land-use regulations to better facilitate the desired redevelopment. During this analysis, the Consultant will work with staff to confirm consistency with other City planning efforts, such as the updates of the City’s Comprehensive Plan and Shoreline Master Program.

B3. Report and recommendations

The Consultant Team will draft and present a CRA Plan to City Council that has broad-based support from the community, and achieves the City’s vision for a more vibrant Downtown and provides a clear path forward for the next five years while meeting the requirements of the Revised Code of Washington as provided in 35.81.

**Tasks and Budget Overview:**

<b>Task</b>	<b>Budget</b>
<i>Component A: Redevelopment Opportunities and Implementation Options.</i>	<i>\$20,000</i>
1. Outreach to stakeholders	\$5,000
2. Analysis	\$10,000
3. Report and recommendations	\$5,000
<i>Component B: Downtown CRA</i>	<i>\$85,000</i>
4. Outreach	20,000
5. Planning and Analysis	55,000
6. Plan and Recommendations	10,000
<b>Project Complete</b>	<b>\$105,000*</b>

\*Includes \$25,000 in CERB Grant funding.