

Attachment A

Olympia Community Renewal Area Scope of Work ECONorthwest

March 29, 2013

Desired Outcomes:

- Develop an analysis of redevelopment opportunities and options throughout the City of Olympia including an analysis of the various redevelopment tools available to the City for use in these areas.
- 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 as required by RCW 35.81.010(18) for Council's consideration.
- Identify what land is to be acquired, buildings demolished or redeveloped and what improvements are to be carried out.
- 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 Plan.
- Provide an ample opportunity for public engagement while sustaining a sense of urgency and an action orientation.
- Create an action plan with clear next steps for project implementation.
- Finalize the contract for the \$25,000 in CERB Grant funding.

Approach:

1. The Consultant will initiate the Community Renewal Area process by reviewing the *2013 Request for Qualifications* document prepared by staff that identifies possible redevelopment opportunity sites throughout the community. 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.
2. 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.

3. The Consultant will begin the process of creating a CRA Plan. This plan will 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. Key personnel from the Consultant Team will assist the City in establishing a Community Advisory Committee (CAC) comprised of local property owners, residents and representatives of affected businesses. The Consultant Team will 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.

A key component of creating the CRA is identifying blight. The Consultant Team will 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 will help the City determine to what extent Downtown Olympia suffers from blight, and which areas of Downtown or other parts of the community are most crucial to include in the proposed CRA. After determining blight and identifying boundaries for the proposed CRA, the Consultant Team will 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.

4. City host a second public open house to solicit input from the broader community on project priorities for the Downtown area. 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 will provide preliminary design concepts to show what future redevelopment on the site will look like. These visualizations will help the community understand the power of a Community Renewal Area to transform Downtown Olympia into a more vibrant, urban community.
5. To ensure that projects identified in the Plan can be implemented, the Consultant Team will 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 will examine a broad range of financing tools that could help to 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 coordinate with affected property owners to understand their plans and objectives and will consider them when preparing project specific redevelopment plans.

6. 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 will recommend changes to local land-use regulations to better facilitate the desired redevelopment. During this analysis, the Consultant will make sure to be consistent with other City planning efforts, such as the updates of the City’s Comprehensive Plan and Shoreline Master Program.
7. The Consultant Team will 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 35.81.010(18).

Tasks and Budget:

| Task | Budget | Timeline |
|--------------------------------------------------------------------------------------------------|--------|-------------|
| 1. Develop an analysis of redevelopment opportunities and options throughout the City of Olympia | | |
| 2. Prepare redevelopment opportunities report | | |
| 3. Coordinate with CERB to finalize contract for grant funding | | May 1, 2013 |
| 4. Meet with Council to present report and to identify CRA target area(s) | | |
| 5. Hold public meeting to educate stakeholders and create interest in the CRA process | | |
| 6. Create Community Advisory Committee | | |
| 7. Review blight in area(s) | | |
| 8. Determine CRA boundaries | | |
| 9. Draft CRA Plan | | |

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| 10. Hold second public meeting to consider key projects | | |
| 11. Identify Projects | | |
| 12. Coordinate with affected property owners | | |
| 13. Create visualizations | | |
| 14. Prepare project pro formas and financing recommendations | | |
| 15. Examine finance tools and applicability to projects | | |
| 16. Review land use code constraints and adjustments | | |
| 17. Hold third public meeting to review final draft plan. | | |
| 18. Present final plan to City Council | | December 2013 |
| 19. Project Complete | \$105,000* | December 2013 |

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

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