

SECTION A - SCOPE OF SERVICES

Task A – Transit Oriented Development Plan

Task A.1 - Enhance Connectivity / Meetings

➤ Prepare Complete Streets Cross Sections of City Streets

We will identify alternative roadway cross sections for the TOD area that better balance the needs of the non-vehicular users of the roadway, thereby creating a more sustainable environment for economic development. Development of these cross sections will adhere to the principles of “Complete Streets” whereby the targeted areas of each roadway will be defined by a character that moves traffic but not at the expense of other modes of travel.

Streetscape components will help create a sense of community and identify the roadway as welcoming for all users, whether on foot, bike, or in a car or bus. Implementation of these basic “Complete Streets” principles will enhance connectivity for all modes of travel between the MTC, TOD, and the local and regional roadways.

Deliverable:

Complete Street Cross –Sections existing and proposed (max 8)

Transportation network analysis and recommendations in graphic and written format

Concept Streetscape improvement recommendations and supporting graphics

Visualization graphics; 3D hand drawn or photo-simulation (max 3)

Selected concept roadway plans (max 2)

Task A.2 – Existing Utilities Analysis

- **Inventory Location of Utilities** that are serving the site and the capacities for those services to support spin off development as determined throughout the market and land use sections of our work. Our work will tabulate for water, wastewater, electrical, gas, and telecommunications as well as City storm drainage. This will be conducted through outreach with local utility companies, City Public Works, and available Town of Windsor Locks mapping.
- **Make projections of future utility demands** for water, wastewater, electrical, gas, and telecommunications based on an expected development program within the defined TOD area.

- **Identify infrastructure constraints** for water, wastewater, electrical, gas, and telecommunications. These will be identified in collaboration with local utility companies.
- **Make recommendations for future utility upgrades** for water, wastewater, electrical, gas, and telecommunications. These will be identified in collaboration with local utility companies.

Deliverable:

*Compilation of major utilities opportunities and constraints and supportive recommendations including: Utility inventory and analysis,
Constraints identification,
Identify utility opportunities and constraints,
Proposed utility upgrade recommendations as necessary with in TOD area.*

Task A.3 – Prepare Design Concept for the Windsor Locks Transit Center

- **Research and Analysis.** During this initial phase of work, the design team will review existing previous plans, reports, studies and information pertaining to the planned station relocation. We will review data for traffic circulation of cars, service vehicles, trains, buses, bicycles, and people.
Fully integrated transportation will make this project successful for everyone. This road to success begins with understanding the rider. Who will use this facility? Who rides the buses? What is their destination? We work with ConnDOT and Amtrak to understand the transit routes and who they serve as well as their future plans for expansion. We will endeavor to understand the potential of the Town and plan for the impacts on the Transit Center site as it relates to the TOD and the downtown area.
- **Site Analysis.** Substantial investigation on the relocation site has already been completed. We will understand the land. Simultaneously, the team will undertake a “finer grained” site analysis of the specific project site and its surroundings. We will photographically document the site and its immediate context. We will understand specific site features that might influence development planned for that area. We will understand pedestrian circulation via foot and bicycle through and around the site, both current patterns and anticipated patterns. We will understand the current land use of surrounding parcels and the planned densification or redevelopment anticipated or desired and these impacts on the station site.
- **Schematic Design.** We will work closely with CTDOT consultants in the preparation of a specific site plan to illustrate decisions made at the workshops and in consideration of the larger goals for the established TOD area. The plan will depict proposed roads, parking and building layout at an appropriate scale, and more than likely include future build out scenarios and structured parking options.

Deliverable:

*Base mapping,
Site plan alternatives,*

*Build out alternatives / scenarios,
Structured parking options.*

Task A.4 – Recommend Zoning Solutions

- **Research and Site Analysis.** We will review prior plans, studies, codes and reports provided by the town that are applicable to the Windsor Locks TOD Area and coordinate with parallel applicable initiatives. Information to be reviewed and assessed includes the following:
 - Existing plans for the established TOD area, including plans for the street circulation and the project area development vision
 - Existing zoning bylaws as they pertain to the development area
 - Model codes prepared by others
 - Zoning analysis, build-out analysis, and infrastructure analysis being conducted by the team
 - Traffic data as it pertains to the development area
 - Utility plans as they pertain to the development area
 - Comprehensive plan for the town and the area
 - Any constraints mapping conducted by others

- **Future Land Use Plan.** We will review and analyze all existing land use initiatives effecting the subject area including all analysis, input, scenarios, etc that has been thoroughly vetted with consensus achieved prior to drafting any implementation recommendations. This land use plan will be the basis of the hybrid form based code / design/development guidelines for the established TOD site. This is an ongoing task throughout the entire process.

- **Implementation Recommendations.** The Implementation Plan will be closely tied to the Economic/Market Report and Recommendations as well as the Future Land Use Plan. We will discuss strategies associated with the regulatory (or advisory only) mechanisms that relate to underlying zoning and applicable regulatory issues, with the town to ensure early buy-in into the preferred strategy (zoning text and map amendments, subdivision regulation changes, memorandums of agreement, etc.). This may include:
 - Development of an overlay district or new zone for the TOD area.

 - a form based code, where physical elements such as bulk regulations, driveway locations and build-to lines are defined as are character and scale recommendations for various locations within the study area. These become the design guidelines for the area which will be supported by overall design recommendations to ensure implementation of private and public investment consistent with the vision over time.

 - Coordination with municipal P&Z and town consultants on code and proposed administrative procedures.

Deliverable:

Future land use plan,

Zoning recommendations, final form based zoning codes

Overall build out plan alternative.

Task A.5 – Recommend TOD Development Strategies

- **Existing Land Use Matrix.** A tabular matrix will be developed illustrating all existing conditions pertinent to the evaluation of alternative land use and corridor scenarios. The information contained within this matrix will include but not necessarily be limited to property ownership, size, categorized land use square footages for both property and building, parking and traffic generation, etc. This matrix will be a powerful tool in developing the realization of underutilized properties and in evaluating impacts associated with build out scenarios.
- **Environmental Mitigation Strategies And Alternatives.** Many of the sites potential for redevelopment may be impacted by existing environmental considerations. We will identify these properties and the issues associated with financially sustainable development and offer recommendations on remediation and possible public funding sources.
- **Development Sequencing Options.** Our team will work closely with all involved on this critical issue. Development sequencing will need to balance the optimization of prime development parcels in the short term while addressing global issues such as infrastructure implementation, brownfields remediation and storm water management in an efficient manner. This sequencing or staging will also begin to yield a prioritization of possible public expenditures. Which roads get build first, what infrastructure is required, when, and what are the area wide mitigations necessary in the short term to satisfy regulatory requirements while lessening the burden on individual development sites. The first order of business in this phase is to define the “low hanging fruit” first. These will be issues or sites, the development of which will have little bearing on lengthy permitting, public investment, mitigation, etc.
- **Public Investment Options / Strategies / Sequencing.** Closely tied to development sequencing is the identification of near term public investments necessary to enable immediate and targeted redevelopment opportunities. In the case of Windsor Locks these are extensive and include substantial signalization and transportation related mitigations. All of these will be coordinated closely with CTDOT. As with all of these issues, options will be developed and vetted. Once a conceptual sequencing plan has been established, and public investment options prioritized, our team will develop cost estimates for the various improvements tied specifically to potential funding sources, and a prioritized project time line. Here as well, we seek the “low hanging fruit” first. These would be initiatives which are immediately fundable and financeable based on current grant and funding opportunities as described in other areas of this proposal.

Deliverable:

*Existing land use matrix,
Environmental mitigation strategies,
Vision plan,
Public investment strategies and priorities,
Development sequencing plan.*

Task A.6 – Market Analysis:**➤ Kick-Off and Context**

- Participate in meetings with the consulting team and representatives from the Town and CRCOG consultants to: confirm engagement objectives, goals, timelines, points of contact; understand previous and parallel work efforts and resources; and identify key issues to be addressed, other existing information pertinent to our analysis, and key other persons or entities that may impact our analysis.
- Physically examine the established TOD areas and properties to understand its context relative to major sources of demand, area strengths to build on, challenges to overcome, and relationships to other investment and revitalization/redevelopment efforts, including major transportation investments.
 - Evaluate the subject property and study area to understand its development strengths and challenges relative to key transit-supportive land uses, including rental and for-sale residential, office, and retail uses. This includes qualitative assessments of visibility, access, adjacent land uses, proximity to demand generators, proximity to parks & open spaces, and other key issues that impact development potential for studied land uses.
 - Identify other locations that may be suitable for redevelopment, particularly those properties that are within close proximity to existing and planned transit stations.
- Conduct a series of interviews with key town, region and transit officials, AMTRAK representatives, developers in the area, key stakeholders, and others knowledgeable and involved in the study area to understand their perspectives on development opportunities and issues in the area, and potential properties suitable for redevelopment.

➤ Market Analysis

- Identify existing and potential major sources of demand and define these audiences in terms of their: size, level of growth, potential expenditures, household characteristics, job typologies, other defining characteristics, existing and potential levels of support and representation in the study area.
- As available, obtain and analyze key secondary data relative to historic and current supply and demand trends on a local and macro level to understand how the greater area is performing in the market and to place the study area in the context of these larger trends. These trends should include performance and absorption of office and retail space, ratios of retail space to population and expenditure potential, housing permits, home sales, and performance of rental apartments in the market.

- Supplement this data with interviews and selected surveys of representative land uses in the area to understand the general health of these land uses, key sources of demand, opportunities or holes in the market not being met today, achieved rents & prices, etc.
- Create a series of demand models to relate growth of market audiences to support for new residential, retail, and office uses in the coming decade and beyond. These demand models should build on statistical data obtained above, including data related to demand potential for transit-oriented locations, and should also build on qualitative knowledge of the study area and region.
 - Identify achievable captures of demand and understand how these captures translate into residential units and commercial square feet that is supportable,
 - Translate these supportable units and square feet into densities needed for development/redevelopment to occur in the study area.
- Create an opportunity matrix summarizing each of the studied land uses, key conditions and trends occurring in and around the study area, estimated levels of demand potential, key development parameters, levels of opportunity, source markets fueling demand, and key issues/challenges to be addressed.
- Identify and understand the opportunities for developing mixed-use projects in the area, the types of mixed-use (horizontal or vertically-integrated, land uses incorporated) and potential development intensities that are likely to occur and/or may be needed to achieve vertical mixing of land uses.
- Working with the consultants, provide a development program for the TOD area properties that includes: the mix of uses to be incorporated, timing of development, development intensities, supportable rents and/or prices, and key issues that should be addressed to maximize opportunities for development of this TOD project.

➤ **Translating Recommendations into Planning**

- Work collaboratively with the consulting team and representatives from the town and CRCOG to translate market opportunities and conclusions into physical design and planning for the subject property and provide ongoing input into design and planning efforts.
- Prepare a written narrative suitable for inclusion in the larger report to the town identifying key conclusions from our market analysis.

Deliverable:

Coordination and meetings with CRCOG consultants

Market analysis specific to Windsor Locks TOD area

Highest and best use analysis / density / market

Task A.7 – Sustainability Recommendations

Deliverable:

Recommendations for reduced energy use, and sustainability.

Task A.8 – Parking Strategies

- **Quantify Existing Parking Availability** in the TOD study area based on site investigation and quantification.
- **Determine the Parking Demand.** We will calculate the need for additional parking spaces for up to three mixed use TOD build out scenarios. Calculations will be prepared using guidance in the Town's Zoning regulations as well as national guidance from the latest ITE Parking Generation manual with particular emphasis on shared parking calculations. This data will be tabulated in matrix form.
- **Examine Opportunities for Shared Parking.** We will identify opportunities for shared parking amongst the various proposed uses within the TOD that generate parking demand during different times of the day and also with nearby existing or proposed parking facilities that may be underutilized.
- **Quantify Net Parking Requirements.** The net parking requirements for the developable areas will be calculated by subtracting the existing parking availability and shared parking spaces from the overall demand projections. Based on the number of spaces required, new parking facilities will be proposed including on street spaces, surface lots, and parking garages or decks. It is important that the location of parking spaces proposed for each land use and parking facility factor in the proximity of the proposed spaces to the use it is serving.
- **Coordinate On Street Parking Opportunities with CTDOT.** All considerations for on street parking on state rights of way will be coordinated with CTDOT.
- **Identify Parking Management Strategies** A number of parking management strategies will be explored to reduce the need for parking capacity and to improve the efficiency of existing and proposed parking facilities in the study area. Alternatives to be considered include but are not limited to:
 - Improved Signage and Public Marketing for existing and proposed facilities
 - Collaboration for shared parking with private parking lot owners
 - Provision of Pay and Display Parking Kiosks
 - Provide enforcement for off and on street parking facilities
 - Hourly and overnight parking restrictions for on street spaces
 - Improved pedestrian access between existing Downtown parking facilities and the uses they serve
 - Shuttle service between Bradley Airport and the station area.

- Canal trail and other bike connections

Deliverable:

Existing parking analysis

Develop future parking demand models (3 max)

Quantify net parking requirements

Develop shared parking scenarios

Coordination with DOT

Develop Parking management strategies

Task A.9 – Cost Estimating to Implement TOD Plan and Identify Potential Funding

- **Prepare Cost Estimates** using industry standard methodology as accepted by the CT Department of Transportation (ConnDOT), such that the estimate will be suitable for use in support of State and federally funded transportation improvement programs. The estimate will be prepared in accordance with a Concept Design Plan standard as defined by ConnDOT and will take into consideration many of the future uncertainties in the construction market such as inflation, materials, labor costs, and various minor items and contingencies which cannot be well defined at this level of design.

The development of cost data will be integrated with the public outreach and decision making process as alternative concepts are considered, screened, vetted, rejected, and as the Team moves toward a final set of recommendations. The cost estimates do not exist in a vacuum; rather they must enlighten the process and educate the Town and Stakeholders to facilitate important decisions on policy and improvement strategies.

- **Position the City to be Eligible for Additional Funding**

The proposed Surface Transportation Authorization promises to fundamentally change the way transportation initiatives are planned and funded. An emphasis on multi-modal transportation alternatives and a focus on sustainable initiatives geared toward reducing vehicle miles traveled and greenhouse gas emissions are key aspects of the first major revamp of federal transportation policy since the 1970’s. Additionally, the inter-agency partnership between US DOT, HUD, and EPA will align the programs of these federal agencies to maximize the benefits of their combined investments in our communities for livability, affordability, and environmental excellence. These actions herald a new era in transportation planning where the interrelationships between land use and transportation are held paramount.

Projects that adhere to these principals prior to the adoption of the federal Surface Transportation Authorization will be the ones best positioned to receive funding under the new criteria. Our integrated land use, stakeholder, and transportation approach will ensure that the Town of Windsor Locks will be well positioned to meet the criteria for these future funding sources which will ensure than Town projects receive funding priority.

Deliverable:

Public infrastructure and improvement magnitude of costs (private development cost basis not included)
Preparation of Grant positioning strategies
Identification of public funding opportunities
Final TOD report preparation

Task B – Traffic and Transportation Engineering

Task B.1 – Develop Existing Conditions Transportation Model

➤ Gather Existing Conditions Data

- Compile available turning movement traffic counts that have been conducted as part of recent studies by the DOT.
- Compile existing available 2008 automatic traffic recorder counts for other critical locations as determined by the definition of the TOD area and proposed transportation network.
- Compile existing and proposed concept signal plans for each study area intersection not already addressed by DOT.

➤ Develop Baseline Traffic Volumes (by others)

➤ Develop Design Year Traffic Volumes

- Coordinate with the Town and CTDOT to develop an appropriate design year.
- Develop site generated traffic volumes for the proposed TOD redevelopment alternatives and provide analytical comparison with current DOT future traffic modeling for the area. Identify comparative planning and transportation issues.
- Distribute assumed site generated traffic to the roadway network based on existing traffic distributions, the layout of the roadway network, and optimal routes to nearby State and Interstate routes.
- CTDOT has develop design year Build traffic volumes for the study area intersections by adding the site generated traffic volumes to the design year No Build volumes. We will utilize this information for our analysis.

➤ Conduct Capacity Analysis and Assess Traffic Impacts

- Identify additional traffic issues and possible mitigations resulting from full TOD build out if different from current DOT future conditions modeling.

Deliverable:

Gather existing data with in TOD area

Develop design year traffic volumes (Base line traffic volumes on Main and Bridge provided by DOT)

Identify traffic issues associated with up to three build out scenarios

Task B.2 – Identify Infrastructure Improvements Required to Support the TOD

- **New and modified Roadway Concepts** will be coordinated with DOT in and around the site to create an effective multi-modal street network that provides good access and mobility for all road users within the site and between the sites and existing road network
- **Existing Roadway Improvements** on Spring, Main and Bridge streets are being developed by DOT to improve existing geometric capacity constraints and safety concerns. We will work with DOT to improve safety and mobility for bicyclists and pedestrians.
- **Traffic Signal Improvements.** Traffic signalization is currently being designed as a mitigation by CTDOT and is not included in this study.
- **Streetscape Improvements** to incorporate new street trees, planters, street furniture, bike racks, and good lighting.
- **Traffic Calming Measures** to reduce the excessive roadway widths and high vehicular speeds.
- **New or Improved Sidewalks, Walkways, and Pedestrian Crossings** to provide good, safe pedestrian and bicycle access within the TOD and connectivity to the adjacent Downtown business district.
- **On Street Parking** to provide more effective use of road width with parking lanes supplemented with bump outs at key intersections
- **Off-street Shared Parking** to encourage connections between adjacent or nearby lots and enabling people to park only once when making multiple stops in the area.
- **Way finding Signage** has been completed and will be incorporated by reference into TOD plans and documents.
- **Gateways** to provide attractive entrances to the development and downtown areas and to provide visual cues to motorists that they are entering an area where transportation and land use coexist.

Deliverable:

Design coordination sketches of all of the above coordinated between DOT design initiatives and established build out scenarios.

Identify Infrastructure Improvements Required to Support the TOD

Task C – Public Outreach

Task C.1 – Build Community Consensus through Public Outreach

➤ Stakeholder Workshop Forums

Up to 3 stakeholder workshop forums will be scheduled. The makeup of these stakeholder forums is yet to be determined but will likely include CTDOT, CRCOG, Town of Windsor Locks Land Use Agencies, business community and other special interest groups. These will be focused and thought provoking working sessions pertaining to our progress, recommendations and issues in all tasks illustrated above. Continuous feedback during these session will be incorporated into all final reports and recommendations. Some stakeholder involvement may also be expected at our planned internal consultant team workshops.

➤ Public Input Forums

The town has gone through an extensive public participation process during its downtown master planning exercise. The intent of these public input forums is to provide a forum for continuous feedback based on the detail of our recommendations. This feedback will be a vital component for maintaining public awareness and plan buy-in. Up to 3 Public Input Forums are proposed.

Deliverable:

Stakeholder Workshop

Public Presentations and Input Forums.

SECTION B - FEE PROPOSAL

Fee Proposal Summary

Cost Breakdown by Task

Task	Name	Cost
A	TRANSIT ORIENTED DEVELOPMENT PLAN	
A.1	Complete Street Cross –Sections	\$25,000
A.2	Existing Utilities Analysis	\$7,000
A.3	Prepare Design Concept for Transit Center	\$16,000
A.4	Recommended Zoning Solutions	\$43,000
A.5	Recommended TOD Development Strategies	\$36,000
A.6	Market Analysis	\$25,000
A.7	Sustainability Recommendations	\$5,000
A.8	Parking Strategies	\$15,000

A.9	Cost Estimating to Implement TOD Plan and Identify Potential Funding	\$28,000
B	TRAFFIC AND TRANSPORTATION ENGINEERING	
B.1	Develop Existing Conditions Transportation Model	\$13,000
B.2	Identify Infrastructure Improvements Required to Support the TOD	\$19,000
C	PUBLIC OUTREACH	
C.1	Build Community Consensus through Public Outreach	\$18,000
	Total	250,000

Assumptions:

1. We will rely on design and analysis by the Connecticut Department of Transportation (ConnDOT) including but not limited to: rail station projected ridership, environmental impacts, economic impacts, signalization, intersection realignments, Main Street / Bridge Street traffic mitigations etc.
2. Our work will not duplicate any work associated with CTDOT Environmental Impact Statement conclusions, the CRCOG model code study or market study. Information generated from these initiatives will be assumed pertinent and accurate and will be used by our team to develop additional conclusions and recommendations.
3. Coordination with ConnDOT is included as part of our scope. It is our expectation that there will be timely exchange of information to facilitate the Town's schedule. CRCOG will provide recommendations on Transit Oriented Development (TOD) codes and Market Analysis. Our work will augment these studies as necessary for the Town.
4. We anticipate the following meetings:
 - Public meetings 3
 - Stakeholder workshops 3
 - Internal team charrette workshops 4
5. Reimbursable Expenses are contained within fixed fee tasks below, and are limited to \$15,000 including travel and lodging, printing, mileage and as described in the general terms and conditions.