

Terra Bella Vision Plan Proposed Scope of Work

The following is Raimi + Associates (R+A) team's scope of work for the City of Mountain View Terra Bella Vision Plan. The roles and responsibilities of the firms included on the R+A team are as follows:

- **Raimi + Associates:** Project management; land use and urban design; sustainable development; and community outreach and participation.
- **Nelson\Nygaard:** Circulation network and street design; transportation policy, including Transportation Demand Management (TDM) and parking.
- **Seifel Consulting:** Market and fiscal analysis; economic development strategy.

Our scope of work is highly flexible, and we expect to modify the scope and budget during project scoping to best serve staff and City needs.

Task 1: Project Initiation, Management, and Project Meetings

Task 1.1 Project Initiation/Kick-Off Meeting

The R+A team will hold a kick-off meeting with City staff to initiate the project. During this meeting, the R+A team will review and discuss the scope of work, document the City's desired objectives for the project, review and revise the schedule as necessary, and review current planning-related activities in the Terra Bella area relevant to this Vision Plan process.

Task 1.2: Stakeholder and Agency Meetings

The R+A team will conduct up to five in-person interviews, meetings, or conference calls with key outside stakeholders, such as the property owners and business stakeholders in the Terra Bella area, Rex Manor Neighborhood Association, Mountain View Whisman School District, and U.S. EPA. Meetings and calls will help to understand desired outcomes of each stakeholder, future development plans in the area, and opportunities and constraints associated with development in Terra Bella. To the extent feasible, in-person meetings should be scheduled back-to-back on one day to increase efficiency and could be scheduled as part of the project kick-off. City staff will be responsible for logistics for the meetings. Attendance at the meetings are as follows:

- R+A – four meetings
- Seifel – two meetings
- N\N – two meetings

Task 1.3: Community Workshops

The R+A team will facilitate up to two community workshops for the Terra Bella Vision Plan. The proposed topics for the workshops are described in the scope, but may be revised based on discussions with the City. The R+A team will produce printed and presentation materials as needed and within the project budget for the community workshops. The City will be responsible for workshop logistics and workshop printing, including but not limited to wall posters, handouts, and presentations.

- **Community Workshop #1** will be the first opportunity for the public to discuss the vision for the Terra Bella area. This workshop will focus on visioning for the area, identifying key opportunities and issues, understanding priority community benefits, and refining the vision and guiding principles for the area. It may also provide an opportunity for the public to discuss whether and where future residential, commercial and other uses may be appropriate and the type, design, scale, and intensity of new development.
- **Community Workshop #2** will solicit feedback on the planning and urban design alternatives for the Terra Bella area. R+A will present the alternatives and a high-level analysis related to the alternatives, which may include transportation, fiscal assessment, and urban design analysis. The project team will also gather input on the types of circulation improvements that would be needed to serve the Terra Bella area and surrounding neighborhoods. Special focus will be given to urban design and transportation issues as well as connectivity within the larger neighborhood context.

Task 1 Deliverables

- Project kick-off meeting (agenda, attendance, and summary notes)
- Community workshop materials (PPT, boards, agenda, handouts, and summary notes)

Task 2: Existing Conditions Analysis

During this task, working closely with the City, the R+A team will prepare a series of analyses to understand the existing conditions and current policy direction in the Terra Bella area. The R+A team will work with City staff to develop, inventory, and assess current conditions, strengths and weaknesses, and other special issues facing the plan area.

Task 2.1: Data Collection and Analysis

City staff will provide the R+A team with existing information, reports, studies, and GIS data relevant to the Terra Bella area. This includes the following GIS-based shapefiles:

- assessor data on existing properties with existing land use, site size, assessed value for land and improvements and most recent sale date;
- general plan land use;
- zoning;
- recent and current projects;
- property ownership;
- year built;
- existing jobs and non-residential square footage per parcel;
- existing dwelling units per parcel;
- street centerlines;
- roadway infrastructure data (drawings, maps, CAD files, curbs and curb cuts, street lights, street furniture, tree locations, tree canopy cover, street and sidewalk widths and condition, etc. to the extent available); and
- environmental contamination layers.

In addition, we also request available mobility-related plans, policies, and data including (but not limited to) as-built drawings (including drawings for the Shoreline Boulevard project), traffic and pedestrian volumes, traffic counts, transit information, and any available parking inventory and occupancy data. We also request any published real estate market data including prior market studies and recent appraisals or other information on market values for properties in the area.

Based on the available data, our team will prepare the following list of maps and summary data:

- Existing land use, General Plan, and zoning (map and summary table)
- Current floor area ratio and densities (map and summary table)
- List of recent/current/pipeline development activities, including maps and summary table for recent and current development projects
 - Development information related to these pipeline projects, where available, including: Name of developer(s), development program (housing units, gross and net square feet), average parking ratio/unit, tenure for residential units (rental or owner), percent affordable housing and target AMIs, market rents and sales prices, and development costs including hard construction, impact fees, etc.
- Existing building age (map)
- Existing building heights (map)
- Property ownership (map)
- Growth projections (summary table)

- Building footprints (map)
- Parcel size (map and summary table)
- Environmental contaminants and constraints (map)
- Existing mobility networks, including transit, pedestrian, bicycle, and street (maps for each mode)

In addition to the GIS mapping and analysis, our team will prepare brief summaries / analysis of plans and policies for the Terra Bella area. This would include:

- General Plan designations and land use policy, transportation policy, and other related General Plan information.
- Zoning standards for the area, including development and parking standards
- Sustainability policy, including requirements from the City's Greenhouse Gas Reduction Plan and Climate Action Roadmap for the area
- Any other applicable planning, design and housing policies that would affect development potential and FAR envelopes

The R+A team assumes that the data provided is generally available, accurate, and usable for the project.

Task 2.2: Land Use and Urban Design Profile

R+A will evaluate the land use and urban design characteristics in the Terra Bella area, as well as any known issues related to physical constraints that will need to be considered or addressed during the planning process. The profile will include an inventory of the physical context and may include the following: existing land uses, existing development intensities, building heights, streetscape design, building frontages, vacant and underutilized land, environmental contaminants, and other aspects of the built environment. R+A will develop a vacant and underutilized parcel map to better understand future development opportunities and neighborhood-serving amenities. The need and potential location(s) for new schools will also be considered. The profile may include a high-level review of the existing General Plan, zoning code, and other relevant plans and regulations to better understand the vision, key design principles, and land use designations within each of these key plans.

The information will be summarized in either a technical memorandum or a detailed PowerPoint presentation.

Task 2.3: Development Opportunities and Considerations

Working in close collaboration with team members, Seifel will evaluate the development opportunities and considerations of the Terra Bella area and will assess the potential mix of residential and non-residential uses that would be most viable. Seifel will gather data on real estate development trends, existing property values and development costs to understand the development climate in the vicinity of the Terra Bella area. Seifel will assess the market potential for key land uses, informed by prior market studies, published real estate market data, and interviews with brokers, developers and/or

investors. Seifel will assess the fiscal trade-offs from the potential retention of key industrial or commercial sites within the Plan area as well as opportunities to develop new residential and non-residential development. Seifel will also provide strategic advisory services regarding potential consideration of area-wide affordable housing requirements.

Based on this analysis, Seifel will summarize the key real estate, economic and fiscal considerations related to development in the Vision Plan area (likely in a matrix format).

Task 2.4: Mobility Analysis

Nelson\Nygaard will evaluate transportation and access in the project area for all modes of transportation. The evaluation will consider internal circulation within the Terra Bella area, access to existing and planned land uses, and connections to surrounding neighborhoods and the region. Gaps in infrastructure and barriers such as the 101 and 85 freeways and W. Middlefield Road will be considered, especially where they may limit access to important destinations such as the Caltrain station. The Shoreline Blvd reversible bus lane design will be evaluated. Nelson\Nygaard will produce inventory and connectivity maps by mode.

At the intersection of mobility and land use, existing parking supply data and parking policies pertaining to the Terra Bella neighborhood will be reviewed, but no additional data collection will be conducted. The team will evaluate parking policy mechanisms that would be supportive of planned developments and changes in land uses, in addition to anticipated trends that will reduce parking demand in the longer term (such as increases in ridesharing, transit, and active transportation).

Task 2 Deliverables

- Existing Conditions Maps and Plan Summaries – draft and final
- Land Use and Urban Design Analysis - draft and final
- Mobility Analysis – draft and final
- Matrix summarizing key real estate, economic, and fiscal considerations related to development in the Vision Plan

Task 3: Vision and Alternatives

Task 3.1: Key Outcomes and Vision

R+A will use the existing conditions analysis, initial community and decision-maker engagement, and feedback from City staff to establish a list of desired outcomes for the Terra Bella area. These outcomes will be used to guide the vision statement and

potential alternatives, ensuring that alternatives adhere to a broad set of desired parameters. Outcomes could include:

- More diversity in the existing land use and design mix and intensity
- Increased affordable housing units and impact fee revenue
- Increased jobs within the area and protections for existing small businesses
- More neighborhood-serving uses, amenities, and gathering spaces
- Increased community benefits facilitated through new development
- Improved walking, bicycling, driving, and transit access to the Terra Bella area, and within the district
- More walkable blocks
- Improved parking management

Based on these key outcomes, the R+A team will develop a vision about what could occur in Terra Bella in the future.

Task 3.2: Staff and Team Work Session - Alternatives Development

Key members of the consultant team will work with City staff during a two-day charrette to formulate up to three (3) alternatives for the study area based on community input from the first community workshop. The team work session setting will allow for ideas and concepts for the Vision Plan area to be discussed, diagrammed, and critiqued by attendees. The purpose of the team working session will be to develop up to three development concepts for the study area. The team will produce the following:

- Overall intent of the development concepts
- Conceptual site plans showing contrasting options for land use intensification, distribution, type, and intensity of development, urban design, and public/open spaces, and circulation
- Transportation network diagrams, including conceptual street cross sections for reconfigured or new internal streets and for conceptual streetscape improvements on Terra Bella Avenue, including integrating the Terra Bella area network with key destinations and the surrounding neighborhoods, with an emphasis on encouraging a variety of travel modes. Features to be addressed may include potential new streets or paths, (existing or already proposed) and new bicycle facilities, pedestrian connectivity throughout the Terra Bella area, and multi-modal access to the surrounding areas.

Based on the results of this work session, the consultant team will then finalize alternatives as described in the next task.

Task 3.3: Refinement of Alternatives

Relying on input received in Task 3.2 above and in coordination with City staff, the R+A team will further refine the three (3) conceptual land use and design alternatives for the Terra Bella area and package them for community and decision-maker meetings.

Illustrations for each will include a land use/regulatory map, transportation network, and representative photos of building types and character. The alternatives will be conceptual and will not include detailed specifications for setbacks, building footprints, streetscape improvements, street cross sections or similar. These alternatives will be presented at the Community Workshop #2 for the community's feedback as described in Task 1.2.

R+A may work with the City to create more detailed renderings or illustrative diagrams of the preferred plan concepts. The graphics will be at a level of effort not exceeding that established in the budget.

Task 3.4: Environmental Planning Commission and City Council Meetings – Vision and Alternatives

The R+A team will participate in up to two (2) meetings with the Environmental Planning Commission (EPC) and City Council to get general guidance on the vision for the Terra Bella area and area alternatives. These meetings may be held as a joint study session. R+A will participate in up to two (2) meetings.

Task 3.5: Final Vision Plan

R+A and N\N will create the preferred land use and transportation vision for the Terra Bella area based on community, City Council, EPC, and staff direction. This vision will become the basis of the Vision Plan document as described in task 4 below.

Task 3 Deliverables

- Vision and guiding principles – admin and final
- Land use, transportation and policy alternatives – admin and final
- Final land use and transportation vision

Task 4: Terra Bella Vision Plan

Task 4.1: Vision Plan

The team will prepare an administrative draft and final Vision Plan for the Terra Bella area. R+A will be responsible for coordinating all subconsultant contributions and generating plan content to create a Vision Plan reflecting the direction established in Tasks 1 through 3. The Vision Plan may include the following:

- An overall vision / key outcomes for the area (R+A)
- Land use and transportation Vision Plan illustrations, including design concepts and general design direction for the Terra Bella area (R+A and N\N)

- Development program and land use mix (R+A)
- Street network plan (N\N)
- Development principles framework, including transfer of development rights (R+A, N\N, Seifel)
- Implementation framework (R+A, N\N, Seifel)

Task 4.2: Environmental Planning Commission and City Council Meetings

The R+A team will participate in up to two (2) meetings with the Environmental Planning Commission (EPC) and City Council to provide direction on the Draft Vision Plan. These meetings may be held as a joint study session. N\N will participate in up to two (2) of the meetings, Seifel will participate in up two (2) of the meetings, and R+A will participate in up to two (2) of the meetings.

Task 4.3: Recommendations Memo

The R+A team will draft a brief memo summarizing key issues for additional technical analysis and study in a future planning process. This may include:

- Community benefits analysis
- Affordable housing requirements (amounts and level of affordability)
- VMT reduction strategies, include TDM analysis

Task 4 Deliverables

- Vision Plan – Admin, Screencheck, Public Draft and Final
- Recommendations Memo

Task 5: On-Going Project Management

R+A will serve as the Project Manager for this project. As such, R+A will work closely with City staff, manage the subconsultants, maintain the project schedule, and track project costs. Tasks include:

- Coordinating at regular intervals with City staff, including bi-weekly conference calls (or in-person meetings) to ensure that the project is on-track.
- Coordinate with the subconsultants on the project
- Prepare invoices and project summaries
- Other project coordination tasks as necessary

The R+A team may also facilitate meetings where consultants can meet with City staff during the project.

Terra Bella Vision Plan

