

Castro Pedestrian Mall Feasibility Study

Scope of Work

Task 1: Project Management

Upon contract execution, the Gehl Studio, Inc., consultant team will hold a client/team kick-off meeting to discuss and finalize project scope, schedule, and stakeholder engagement plan. Gehl will coordinate biweekly client check-in calls and provide meeting agendas and meeting notes.

Deliverables

- Project work plan and schedule

Task 2: Existing Conditions

Following a review of existing studies, plans, and materials provided by the City, the Gehl team will create a data collection plan to fill in the gaps of missing information. The Gehl team will document existing conditions of the study area and zone of influence, including conditions such as road design, traffic, parking, signal systems, businesses and land uses, placemaking features, and neighborhood amenities. In addition to this basic analysis, Gehl will coordinate a targeted Public Space Public Life Assessment (PSPL).

Results from the Gehl PSPL will be combined with other sources of data to help formulate strategies for which concepts may be appropriate for Castro Street, i.e., full or partial street closure or realignment, and can serve as a baseline against which future surveys can be compared. It is part of a strategic planning and design process and will be done in conjunction with other forms of civic engagement, such as workshops, and spatial analysis and research.

Kimley-Horn, a subconsultant on the Gehl consultant team, will conduct the transportation analysis, making use of traffic models and other materials already developed for the Mountain View Transit Center Grade Separation and Access Project (GSAP) to understand current conditions and the impact of new projects in planning. New pedestrian counts and parking utilization rates for the 100 block of Castro Street will be collected to supplement the transportation data available from the GSAP project.

Deliverables

- Data collection plan
- Existing conditions assessment
- Key findings and insights from targeted PSPL

Task 3: Community Outreach – Engagement at the scale of 1:1 – People First Design

The Gehl team will use innovative and effective tools to facilitate participation, input, and buy-in. Gehl will work closely with stakeholders, users, and the community in the following ways:

- Give People a Voice in the Planning Process – Participatory Design: The Gehl team will work closely with the City to tailor workshops, on-site “pop-up” engagements, and meeting formats for the stakeholders, allowing for direct dialogue at critical points in the planning and design process.
- Make People Visible in the Planning Process – The Gehl Studio PSPL Survey: The PSPL survey not only creates a comprehensive assessment of the public realm in a study area, but it also serves as a powerful engagement tool. Volunteers and stakeholders spend time at the survey sites in the role of observer, while the visitors and users of the site become participants as they move through their daily lives and experiences. We go to them, rather than asking them to come to us.
- Targeted Stakeholder Engagement: Gehl will appropriately frame what this project can accomplish in the context of a dynamic and complex urban center that is undergoing long-term changes. Targeted outreach will be conducted to engage, in particular, the major owners of property along the Castro Street as well as anchor businesses and institutions.

Deliverables

- Stakeholder Engagement Plan and Schedule – Up to three public meetings, three to eight targeted stakeholder engagement meetings, and the targeted PSPL. Final plan to be developed in collaboration with City.
- Documentation of stakeholder engagement and synthesis of comments and feedback.

The City project manager will assist Gehl to coordinate stakeholder engagement activities with concurrent planning efforts as appropriate. The City Project Manager will also assist in identifying the key stakeholder groups and community representatives to include in our engagement strategy.

Task 4: Concept Alternatives Development

Integrating insights from the Existing Conditions analysis, targeted PSPL, and preliminary stakeholder engagement phases, the Gehl team will then develop three

concept alternatives in addition to a “No Changes” alternative. These sketches will explore ideas in three important layers that constitute the site’s public realm.

- Infrastructure Layer—Investigate opportunities and constraints regarding utility alignment, location, and coordination; vehicular circulation and right-of-way dimensions; on-street parking; garage access and parking strategy; curb management; intersection treatments; traffic signal timing; and the underlying infrastructure of pedestrian, bike and micro mobility, transit, and vehicular circulation.
- Public Space Layer—Explore opportunities regarding planting, lighting, paving, seating, and other furnishings. What is the right combination of fixed and durable elements and flexible, movable or seasonal elements? How do these elements adapt to changing seasons and the broad variety of programs and activities along Castro Street?
- Public Life Layer—Who is present, and when and why are they moving and/or spending time on Castro Street? Who is missing or absent? What are the opportunities regarding spatial features and programmatic offerings to fill the missing gaps in public life in the evenings and weekends and during the spring, fall, and winter? What are the opportunities to improve animation of the street, particularly during nonpeak periods? How do we promote social mixing and inclusivity? What are the ways to make citizens feel safer (without sterilizing the public realm) through the application of Crime Prevention Through Environmental Design (CPTED) principles, bylaw improvements, or other design and programming initiatives?
- Synthesis—The above layers will be combined into a set of illustrated concept alternatives that range from conservative, modest changes grounded in the present reality of Mountain View to radical changes that can stimulate a novel way of thinking about the corridor and its role in the City’s future. The alternatives will be translated into a set of user journeys that illustrate a potential future on Castro Street from the perspective of user categories created through the Stakeholder Engagement.

Deliverables

- Illustrative concept alternatives, including sketches, precedent images, diagrams, plans sections, and sketch renderings as needed.

Task 5: Traffic Analysis

The Gehl team will analyze the traffic impacts of the conceptual alternatives, including changed traffic circulation patterns, parking, loading, Transportation Network

Company (TNC) pick-up and drop-off, curb management, and signal timing within the project area of influence. The analysis will include study of pedestrian and bike circulation and integrating best practices regarding equal opportunity for individuals with disabilities.

Deliverables

- High-level traffic impact analysis for up to three concept alternatives.

Task 6: Economic Analysis

Gehl will assemble case studies and best practices from projects across the region and the country and will conduct an economic analysis for the three concept alternatives to evaluate the potential effect on downtown businesses (pros and cons), as well as financial impact to the City. Under this task, Gehl will provide data from other comparable pedestrian malls and how businesses have fared after implementation of such projects.

Deliverables

- Case studies of economic impact from comparable street types/public realm improvements.
- High-level economic impact analysis of conceptual design alternatives.

Task 7: Screening Criteria Development and Alternatives Evaluation

Gehl will create an alternatives evaluation matrix. The matrix will include objectives identified for Castro Street from the Downtown Precise plan; success criteria from the Infrastructure, Public Space, and Economic Vitality and Traffic Analyses; and criteria identified through the stakeholder engagement plan. The matrix will be used by the team to evaluate various concept alternatives, including a “No Changes” alternative, and then offered as a tool for the City team, key stakeholders, and the public to rank alternatives as the project moves from preliminary concepts to preferred alternatives.

Deliverables

- Evaluation Matrix

Task 8: Development and Refinement of Concepts

Synthesizing feedback from previous tasks, the Gehl team will focus on and generate a set of preferred concepts (one to two concepts) that may include hybrid versions of previous alternatives and features such as pedestrian and bike circulation improvements, Transit Center access, and modifications to nearby intersections as appropriate.

Deliverables

- One or two preferred concept alternatives, including sketches, precedent images, diagrams, plans, sections, and sketch renderings as needed.

Task 9: Next Steps

Having synthesized public feedback and coalesced around one to two plan concepts, Gehl will prepare a brief document that describes an approach for achieving the project objectives.

Deliverables

- Next steps and implementation strategy in the form of bullet-point text.
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Task 10: Draft and Final Reports

Gehl will document engagement process, key findings from the analysis, and preliminary and preferred concepts into an accessible and easy-to-read graphic report. A draft report will be submitted for City review before generating the final report.

Deliverables

- Draft Castro Street Pedestrian Mall feasibility report
- Final Castro Street Pedestrian Mall feasibility report

Task 11: Presentations

Material generated over the course of the project will be assembled into presentation format in order to share information with key stakeholders such as City Council, the Bicycle/Pedestrian Advisory Committee, and Downtown Committee. Key consultant staff shall attend the meetings.

Deliverables

- Presentation materials to support up to six presentations

Additional Services

In the event that the project requires or the City requests additional work (for example, to implement a pilot project concept or further development of a preferred concept), additional meetings, or changes to the project schedule, Gehl will submit a request for authorization of additional services. Fee for additional services shall be calculated on a time-and-materials basis unless specified otherwise.