



Transfer of Development Rights Project CONSULTANT Request for Proposals

1.0 Project Overview:

1.1 Hiring Organization

Allegheny Land Trust (ALT) is a 501(c)(3) non-profit land conservation organization in the Pittsburgh Region. Protecting more than 2,500 acres of green space in Allegheny and Washington Counties, ALT works to protect land of significant value to our region's unique scenic landscape, biodiversity, and water quality. Additionally, ALT protects land to improve quality of life for current and future generations by offering recreational and educational opportunities. One of our strategic initiatives is to support urban greening efforts through researching new land protection programs and opportunities in this area of study.

1.2 Topic of Study

Transfer of Development Rights (TDRs) is a specific, market-based mechanism and innovative conservation tool based in the principle that the right to develop a property is severable and moveable to a different property.¹ TDRs are most commonly used to relocate the construction of a building from a property to be conserved, to an area desired for development. TDRs can assist the Pittsburgh region in addressing serious issues such as rapidly declining green space, landslides, water management and combined sewer overflows; which have arisen from inappropriate development and poor and aging infrastructure. These issues combined with our regional topography have created dangerous flash flooding, landslides and other concerns which necessitate leveraging all available tools to address them.

ALT is working on a Transfer of Development Rights (TDR) Pilot Study to demonstrate the benefits of permitting the Transfer of Development Rights in fully urban contexts, with the goal of facilitating a TDR Pilot and the eventual larger-scale application. We have completed the first phase of a three-year study and are seeking additional support to move through Phase II.

Please see the provided **Transfer of Development Rights Feasibility Study: City of Pittsburgh Neighborhood Analysis Report; With notes on Allegheny County** report, which fully documents all work from Phase I of this project before responding to this RFP.

¹ TDRs and Other Market-based Land Mechanisms: How they work and their role in shaping metropolitan growth. June 2004 Fulton, W.; Mazurek, J.; Pruetz, R.; & Williamson, C. A Discussion Paper Prepared for The Brookings Institution Center on Urban and Metropolitan Policy



1.3 Current Status:

Allegheny Land Trust has developed Neighborhood Criteria and completed the first-level analysis to narrow down the most eligible City of Pittsburgh Neighborhoods from 90 to nine; Beltzhoover, Bon Air, Brighton Heights, Garfield, Hays, Hazelwood, Homewood, Larimer and Lincoln-Lemington Belmar.

We have reached the point where we need a CONSULTANT team to augment/ support our efforts. The CONSULTANT will work with the Allegheny Land Trust Community Conservation Director, in partnership with other ALT staff members, to deliver this next phase of the TDR Pilot Study.

1.4 Who May Respond

Any private company with appropriate expertise in economic assessment, land use laws and planning may respond. Added consideration will be given to Minority and Women-Owned Business Enterprises (M/WBE) and Veteran Owned Businesses (VOB) who submit a proposal and are qualified to perform the services needed.

2.0 Proposal Requirements:

2.1 Format of Proposal

Electronic Copies in Word or PDF format only.

- 1-page Cover Letter
- Maximum 7-page project summary plus one-page project budget with pricing per phase
 - 1 page of Project Approach followed by
 - up to three related project examples with Project References
 - Needs to show relevant experience and examples of TDR, performance zoning, ordinance drafting and/or other related skillsets
 - Including Proposed schedule/ timelines
 - 1 page Staff and experience,
 - Staff assignments
 - Paragraph covering related experience
 - 1 page
 - Team Lead or Project Manager
 - Organizational Structure for this project

2.2 Response Due Date

All responses should be emailed to Alyson Fearon, afearon@alleghenylandtrust.org no later than 5:00pm August 30th, 2019.

Proposal Due: August 30th, 2019 by 5:00pm

Proposals Reviewed By: September 13th, 2019

Revisions and/or Interviews (as needed): September 16th-20th, 2019

Select CONSULTANT By: September 27th, 2019

Notice to Proceed Issued (no later than): October 11th, 2019



2.3 Disclaimer

Allegheny Land Trust has the right, in ALT's sole discretion, to not accept any proposals submitted if none are fitting to the goals of the project. Allegheny Land Trust may request clarifications and/or revisions of submitted proposals.

2.4 Point of Contact

Please direct all inquiries regarding this RFP to: Alyson Fearon, Community Conservation Director

O: 412.741.2750x204

C: 314.556.4892

afearon@alleghenylantrust.org

3.0 Scope of Work and Deliverables:

Read the full Allegheny Land Trust Transfer of Development Rights Feasibility Study: City of Pittsburgh Neighborhood Analysis Report; With notes on Allegheny County report (Attachment 1). This Scope of Work expects the report to be the foundation of all future efforts.

3.1 Neighborhoods Analysis

Allegheny Land Trust expects that each neighborhood will be assessed individually, regardless of adjacency.

Neighborhoods: Beltzhoover, Bon Air, Brighton Heights, Garfield, Hays, Hazelwood, Homewood, Larimer and Lincoln-Lemington Belmar

The CONSULTANT will conduct a high level review of the following and provide a summary paper with the results *for each neighborhood*, including but not limited to:

- Overview of the economic development and/or reinvestment needs of the area
- Current and Future development pressures experienced by the area
 - This should include property values, market trends, etc.
- High level review of the status of Zoning, SALDO and other relevant Ordinances,
 - Determine if
 - Is the community planned for updated Zoning?
 - Is the community participating in external planning efforts that can inform ordinances?
- Analysis of neighborhood and/or other relevant plans (e.g. Greenways, Open Space)
 - Age of Plan (< 5 years?)
 - Relevancy of proposed land use
 - Other pertinent information (e.g. Stakeholder identification, Key Issues, Community Trends)



Deliverables:

1. Summary Paper for each neighborhood
2. Verify Assumptions and Results with City of Pittsburgh Planning Department
3. Present Results to Allegheny Land Trust in Workshop Meeting

3.2 Neighborhood and Stakeholder Engagement

Provide Recommendation with rationale on 1-2 Neighborhoods for further study within the City of Pittsburgh

Plan and execute community workshops in the 1-2 Neighborhoods selected for further study to establish TDR Program needs for the one or two selected neighborhoods, at a minimum the CONSULTANT should reach:

- Neighborhood residents
- Elected officials
- Neighborhood organizations, to include the new City of Pittsburgh – Registered Community Organizations
- City of Pittsburgh Planning Department- Assigned Neighborhood Planner

NOTE: No public or online survey methods will be utilized due to intricacies of Transfer of Development Rights as a topic and the sensitivity of stakeholder input on sending and receiving areas.

Conduct Stakeholder Interviews to establish TDR Program needs for the one or two selected neighborhoods, at a minimum the CONSULTANT should reach:

- Urban Redevelopment Authority,
- developers, and
- other stakeholders

Apply the resulting information to complete the 'Neighborhood Criteria' table (Appendix A) established in Phase I of the study, to the Neighborhoods.

Deliverables:

1. Report on Community Workshop and Interview Results including completed 'Allegheny Land Trust Transfer of Development Rights Project Selection Criteria'
2. Verify Assumptions and Results with City of Pittsburgh Planning Department
3. Present Results to Allegheny Land Trust in Workshop Meeting

3.3 Develop Transfer of Development Rights Program

Synthesize economic and financial information to determine the impacts and outcomes of a TDR program in the Neighborhood(s)



- The report should include
 - Identify developer needs in relation to current zoning
 - Identify current market value for Development Rights (Developer-side of transaction)
 - Identify revenue potential from DR sale
 - Per estimated market value
 - AND available DRs
 - Estimate potential tax revenue adjustments within each neighborhood

Synthesize the derived information to develop an implementable Transfer of Development Rights program framework to include:

- Identified Sending Area and Receiving Area Overlay or other identification criteria
- Framework for Development Right Conversions between Zoning classes
- *If applicable*, differentiated program structure for privately held and government held properties
- *If applicable*, integration into performance zoning or other City of Pittsburgh Planning Initiatives
- Recommended Program Administrator, e.g. Pittsburgh Land Bank, URA, other
- Community Involved Transaction Verification
- Fiduciary Responsibilities

Deliverables: Fully Developed TDR Program framework *for each neighborhood*; the Program Framework is critical to HOW the program is executed and administered

3.4 Create Transfer of Development Rights Ordinance

Prepare Transfer of Development Rights Program Ordinance to a standard such that the City of Pittsburgh could enact the legislation after the City completes the public comment process required for new legislation.

Deliverable: Draft TDR Ordinance *per neighborhood (as applicable)*; this document is critical to authorize Transfer of Development Rights

3.5 Additional Expectations

Due to the complicated nature of this topic, Allegheny Land Trust requires:

- Monthly progress updates
 - Of which at least 3 are Working Sessions at the end of the first three sections

CONSULTANT will be conducting analysis with ALT to determine candidacy of selected Neighborhoods.



4.0 Final Deliverables and Timeframe:

4.1 Final Deliverables

- All results and analysis into a final PDF report documenting methods which led to conclusions and recommendations; and all associated shapefiles in ESRI GIS format, Microsoft Office software products and other data files
- Separate TDR Framework document for each selected neighborhood
- Draft TDR Ordinance
- An Executive summary of the conclusions and recommendations, with
 - An accompanying Power Point Presentation suitable for public presentations
 - Two slides per section (3.1, 3.2, 3.3, 3.4, 3.5) for text and graphics MINIMUM

4.2 Timeline

This project is being funded from a local private foundation awarded June 1st, 2019 and runs for two fiscal (July 1- June 30) years.

The CONSULTANT is expected to conduct the associated research starting no later than January 1st, 2020 with full final reporting due no later than April 1st, 2021.

Notice to Proceed: October 11th, 2019

Project Preparation: Oct 11th, 2019 to December 31st, 2019

Project Initiation: January 1st, 2020 (No later than)

Project Completion- All final Reporting Due: April 1st, 2021



Appendix A

Allegheny Land Trust Transfer of Development Rights Project Selection Criteria

Criteria	Description
Sending Area	<p>Neighborhood must have sufficient land identified as current green space, green infrastructure, gardens, parks, etc. and/or sufficient vacant land available and desired for conversion to green space, green infrastructure, gardens, parks, etc. to support transferring development rights</p> <p><i>Include parcel IDs and counts of sending area parcels</i></p>
Receiving Area	<p>Neighborhood must have sufficient distressed, blighted, underdeveloped or vacant land targeted for redevelopment; and concessions desired by developers that if available would accelerate development and create a market demand on available development rights</p> <p><i>Include parcel IDs</i> <i>Include Developer Concessions</i></p>
Community Stakeholders	<p>There is already great work happening in our Greater Pittsburgh communities, with many community organizations having strong, established relationships with their residents. We should draw from this existing network and work within it and not in opposition to it.</p> <p><i>List known organizations and if they support us</i></p>
Government Stakeholders	<p>Support from the Councilperson, City Planning, City Zoning, Urban Redevelopment Authority, PWSA, ALCOSAN</p> <p><i>List organizations with legislative authority over area</i></p>
Community Plan (Preferred)	<p>Neighborhood has a comprehensive and inclusive community plan completed in the last 5 years</p>
Economic Need (Preferred)	<p>Neighborhood shows a financial need to implement 'green' components of the community plan, or to sustain/ steward existing green spaces or jumpstart projects that are not receiving grants.</p>
Letters of Support (Preferred)	<p>List letters of support obtained from stakeholders and organizations to indicate awareness and support of the project</p>
Other Considerations	<p>Any other critical information to support the decision-making process, does Allegheny Land Trust have other, non-related projects or partnerships in the area e.g. TRALI; property in the area; et cetera.</p>