

REQUEST FOR PROPOSALS

STRATHCONA BUSINESS IMPROVEMENT ASSOCIATION Transportation Advocacy Plan focusing on Sustainability May 2nd, 2017

PROPOSAL INVITATION

The Strathcona Business Improvement Association intends to procure the services of a consultant or team of consultants to work with staff, SBIA members, stakeholders, and the public to execute an in-depth Strathcona-centred community engagement process on key transportation issues and subsequently develop a comprehensive Transportation Advocacy Plan focusing on Sustainability (TAPS) for our organization. The TAPS will establish a strategic advocacy approach on multi-modal transportation issues and incorporate recommendations for our mixed-use business district that build on the engagement process outcomes. The plan will outline strategies for accessing funding sources to help accelerate implementation of transportation improvements for the area, especially those that support future transportation needs including active and low-carbon transportation. Ultimately this project is about reviewing adjacent land use plans, hearing from the Strathcona business community and other stakeholders, and developing a strategy for advocating on their behalf to decision makers of future transportation changes. The final TAPS should help us achieve the vision for the SBIA area as a place that has equitable access to parking and curb-side use, is considered viable for goods movement, has safe, convenient and vibrant walking infrastructure, and expanded and safe cycling facilities and connections. This RFP is intended for experts in the engagement, communications, advocacy, and transportation planning fields. The SBIA welcomes joint proposals from proponents that wish to form a consortium to respond to this RFP.

We seek a proponent with the unique skill set, capability, and inter-disciplinary experience to effectively meet the requirements and deliverables described in this RFP. The proponent must have expertise in effective public engagement processes, and have demonstrated past success in engaging with the business community in particular. A thorough understanding of the Strathcona neighbourhood and our diverse community will be an asset. The proponent must demonstrate an ability to successfully manage a project that includes the involvement of a range of stakeholders. Experience with creating advocacy strategies that build on community engagement outcomes is a must. The proponent should have sound knowledge of best practices for mixed-mode transportation planning to draw on for creating solutions and recommendations to advocate for.

INTRODUCTION TO THE STRATHCONA BIA

The Strathcona Business Improvement Association represents over 850 business and commercial property owners within the boundaries of Gore Avenue, Clark Drive, Railway Street and Venables Street (see map). Our area is a broad mix of industrial, commercial, retail and residential zoning, with over 200 heritage-designated properties. We are a place of history, rich diversity, and long-standing independent businesses. Many of our members have been in the area for longer than 25 years, making Strathcona one of the most stable commercial districts in Canada. Over 7000 employees work in Strathcona in sectors ranging from food manufacturing, creative manufacturing, retail and hospitality, wholesale, trades, automotive, high-tech, professional services, community associations, and artist studios. All SBIA properties zoned Class 5 and Class 6 are subject to City of Vancouver BIA levy, and anyone paying this levy, whether through property tax or within a lease, is automatically a member of the association.

The SBIA plays an important role in the business development, neighbourhood planning, safety, security and street enhancement in Strathcona. Our vision is for Strathcona members to thrive in a mixed-use, inclusive, resilient and prosperous local economy. It is our mission to promote a strong local economy through advocacy, cultivating relationships, supporting business participation in the community, delivering innovative programs, and fostering community leaders. SBIA is recognized for its sustainability initiatives and its collaborative approach to community endeavours and has demonstrated success in mobilizing the local business community on a wide range of critical issues. In late 2015, SBIA established the following priorities for the next renewal period (2017-2024): Good Governance, Local Economic Development; Environmental Sustainability; Community Development.



Map of Strathcona BIA Boundary

CONTEXT

In the fall of 2015, the SBIA Board of Directors set a new strategic direction for the Sustainability Committee in two themes: Transition to the Low-Carbon Economy and Sustainable Transportation Advocacy. Strathcona’s business district is bordered by many forthcoming land use plans that will immediately impact the movement of people and goods in, out, and through our neighbourhood. The removal of the Georgia/Dunsmuir Viaducts, the expansion of the Port Metro Vancouver Centerm container terminal, the approval of the Grandview Woodlands Plan and completion of the False Creek Flats Plan, are just a few examples. Already Strathcona’s business district area – and East Hastings specifically – is undergoing significant economic investment and rapid change to the built environment. The Downtown Eastside Local Area Plan (City of Vancouver 2014) is being implemented which includes some rezoning for increased density of commercial and residential properties. As an association of 850 members at the confluence of these plans, SBIA’s responsibility is to 1) inform our members about the coming land use changes and what impacts they can reasonably expect, 2) proactively gather data and resources to meet the challenges and opportunities of current transportation issues as well as those presented by plans affecting surrounding lands, and 3) advocate on our members’ behalf at every level of government to ensure continued viability of commercial and light industrial land use in Strathcona.

In order to achieve a fine-grain understanding of the key transportation issues, challenges, opportunities, and solutions in our mixed-use neighbourhood, the SBIA has opted for a community-engagement and research-driven planning approach for this task. It is unique for a Business Improvement Association to take on a transportation planning project, and hence the nature of the process and resulting plan will likely differ from standard transportation plan development. We hope to demonstrate the benefits of leveraging a BIA's engagement capacity to access information from the business community on transportation issues, and create a plan that considers varying transportation modes in concert with business needs. In addition to hearing from business and property owners, consulting on perspectives from employees, customers, and residents will help shape community positions on mode improvements in the area to be incorporated into the final plan. The final objective of this process is to develop a comprehensive Transportation Advocacy Plan focusing on Sustainability with implementable advocacy strategies and positions that help us influence decision makers in the transportation landscape. Having a comprehensive advocacy plan for transportation available will equip the SBIA to advocate for land-use decisions that incorporate community recommendations, lead to a sustainable built environment, and demonstrate a coordinated effort of partners to create successful transportation in Strathcona that supports both populations and commercial industries.

PROJECT OVERVIEW

The selected proponent will undertake a strategic review of relevant land-use, transportation, and policy plans to identify potential impacts, conflicts and synergies that will influence the movement of people and goods in Strathcona. They will lead an in-depth engagement process that targets local business owners, property owners, employees, customers, and non-member stakeholders (e.g. goods movement service providers), but is also open to residents, mode experts, and the general public. The SBIA will work with the proponent to identify and define participants. After the community engagement phase, additional research on best practices for transportation advocacy and programming opportunities may be required to enhance recommendations for the key areas of consultation work. The proponent will develop the final comprehensive advocacy plan, with overview from the SBIA Sustainability Committee, made up of SBIA members and community experts, and an Advisory Committee of local transportation partners, who will provide guidance and expert advice at various stages of the project. Partners who have expressed interest in being involved include the City of Vancouver, Translink, Vancouver Economic Commission, The Port of Vancouver, HUB Cycling, Modo, and the Strathcona Resident's Association. Working with partners who will bring relevant transportation expertise to the project will be crucial for the resulting plan to be a successful tool for the SBIA transportation advocacy work. Their participation in the form of an advisory committee will help ensure the final plan is practical and feasible, beneficial to the current transportation landscape in the region, and able to influence key decision makers. We consider the key decision makers to be the organizations involved in the actual financing and implementation of infrastructure changes and transportation improvements in our district. They include the City of Vancouver, Translink, the Province of British Columbia, private funders and developers, and potentially others that may emerge during the project process.

SCOPE OF WORK REQUIREMENTS

Project Management

The proponent will work closely with the SBIA Sustainability Coordinator to ensure this project is effectively managed towards successful conclusion. Regular project check-ins and updates via phone with the Sustainability Coordinator will be scheduled. The project work plan should be reviewed regularly and revised as necessary with clear communication to the SBIA Sustainability Coordinator about any

revisions. The project must be organized in a way that gives the SBIA Sustainability Committee and Advisory Committee of community partners the opportunity to provide input at various stages of the process. The SBIA Sustainability committee generally meets on a monthly basis and the Advisory committee will have an anticipated four meetings during the 10 month project timeline. The proponent will be expected to attend scheduled Advisory Committee meetings and prepare any relevant updates, presentations, and materials, and be ready to answer questions from the committee.

The following five tasks encompass the scope of work required for the project:

Task 1: Initial outreach and review of relevant plans

The proponent will speak to a range of representatives, identified and selected by the SBIA, to familiarize themselves with key issues and sentiments around transportation in Strathcona. The proponent will conduct a review of relevant regional and municipal planning, land use, and transportation documents for the SBIA area.

1.1 Conduct initial outreach conversations with representatives from the project Advisory Committee, SBIA Board of Directors, SBIA membership, and mode experts to help pull out key issues and inform the engagement process.

1.2 Review existing policy documents and relevant project plans and confirm opportunities for alignment and any potential gaps. Highlight impacts, conflicts, and opportunities, and suggest additional key focus areas to build upon in our engagement process. Some documents and plans that should be reviewed are:

- Transportation 2040
- The Translink Regional Goods Movement Strategy (Draft stage)
- DTES Local Area Plan
- Greenest City Action Plan 2020
- Renewable City Strategy 2050
- Healthy City Strategy – Transportation Goals
- 5 Year Cycling Network Additions and Upgrades 2016 -2020 (City of Vancouver)
- Centerm Expansion Project – Port of Vancouver
- False Creek Flats Plan – Prior/Venables replacement
- Grandview Woodlands Community Plan
- Industrial Land Policies (in general, City of Vancouver)
- Complete Streets Policy Framework (Draft stage)
- SBIA Policy Position Document
- Others (at the discretion of consultant, SBIA, and Advisory Committee)

1.3 Create a Review of Adjacent Plans document that:

- Includes an high-level overview of impacts, conflicts, and synergies that will influence the movement of people and goods in Strathcona
- Outlines ways to enhance our engagement process and advocacy strategy to advance aligning policy goals and objectives that already exist in the area.
- Confirms the key decision makers the final TAPS is advocating to.

Task 1 Deliverables

- Expect 10 representatives will be involved in initial outreach
- Review of Adjacent Plans document

Task 2: Community Engagement

The proponent will create an in-depth consultation strategy that achieves comprehensive levels of community engagement on key transportation issues. The target audiences for consultation are Strathcona BIA members (business and property owners), employees, customers, and non-member stakeholders, such as goods movement service providers. The consultation process will also be open to other members of the public, including residents, mode experts, and people who move through Strathcona. The SBIA will work with the consultant to identify and define participants.

2.1 Create a creative engagement strategy to target key audiences that could include (but is not limited to) workshops, pop-ups at events, in-depth interviews, and social media and online engagement such as digital surveys. Goals of the community engagement process are:

- Inform SBIA members about relevant changes that will impact transportation of goods and people
- Achieve a fine-grain understanding of transportation issues for target-audiences
- Gain community input on existing concerns and desired outcomes
- Form community-supported positions on key transportation issues

2.2 Community Engagement results should inform the recommendations for transportation improvements and changes to be incorporated into our final TAPS.

2.3 Ensure the best possible qualitative and quantitative data is being collected using the appropriate methods. Draw on data and work already done by partner organizations, if applicable. Some initial priority focus areas for consultation are:

- Curb-side uses: business perspectives; supplier/goods movement perspectives
- Goods movement route conflicts
- Parking demand:
 - o Employee driving/parking practices (and perspectives on alternatives)
 - o Customer driving/parking practices (and perspectives on alternatives)
- Bike infrastructure requirements – including bike routes, bike parking, end of trip facilities
- How to improve the walkability of East Hastings
- Other issues that may emerge during plan review and initial outreach

Advocacy Opportunities for incoming Capital Investments – areas where municipal capital is likely to be allocated in the next few years and where we have an opportunity to influence investments based on community engagement outcomes and agreement on what could be done.

- Mobi Station Priority Areas
- North – South bike route community perspectives
- Alexander Street spot improvements
- Heatley Overpass removal community perspectives
- Other opportunities that come to light during plan review and outreach

2.3.1 Focus on questions and data collection that draw out people’s existing concerns, desired outcomes, and provide necessary metrics that verify concerns, help measure progress towards desired outcomes, and will be useful for decision-making and advocacy work.

- 2.4 Work with the SBIA to provide guidance on the development of a communications strategy to increase attendance and participation in the community engagement process.
- 2.5 Plan and execute all engagement events with extensive support from the SBIA. Look for creative synergies with simultaneous engagement events, such as those by partner organizations.
- 2.6 Achieve high levels of community engagement and adequate representation of target audience demographics. An initial target is to engage 150-250 participants in person.
- 2.7 Create a Summary Report that reviews and analyzes the outcomes of engagement activities and includes community-supported positions on key issues that will be incorporated into recommendations in the final plan.

Task 2 Deliverables

- Engagement plan
- Content for each engagement method
- Communications strategy
- Workshops with participants: aim of 6
- Pop-up consultation events (could be joined to other events): aim of 3
- Interviews with SBIA members: aim of 15
- Participants engaged in person: aim of 150-250 (could include business and property owners, employees, customers, non-member stakeholders, residents)
- Online consultation (at consultant's discretion): if surveys are offered, aim of 60 participants
- Summary Report of Consultation

Task 3: Research on best practices for similar mixed-use areas

- 3.1 Complete additional research as may be required to ensure TAPS will achieve objectives. This could include (but not limited to):
 - Best practices for advocacy and programming opportunities in similar mixed-use areas
 - Leading innovations and solutions in mixed-mode transportation planning and improvements
 - Future capital funding sources, public or private, that SBIA can leverage and advocate for
- 3.1.1 If applicable, present research findings to SBIA and project Advisory Committee

Task 4: Create the Transportation Advocacy Plan focusing on Sustainability

- 4.1 Synthesize all findings from Review of Adjacent Plans Document, Summary Report of Consultation, and additional research into a comprehensive Transportation Advocacy Plan focusing on Sustainability. The plan should ultimately help achieve the vision for the SBIA area as a place that has equitable access to parking and curb-side use, is considered viable for goods movement, has convenient and vibrant walking infrastructure, and has expanded and safe cycling connections. The plan must:
 - Establish an SBIA strategic advocacy approach to multi-modal transportation issues in a mixed-use commercial and industrial area
 - Finalize the key advocacy stakeholders i.e. Who we are advocating to for different improvements and solutions

- Establish recommendations for the key areas of consultation work including (but not limited to):
 - o Curb-side Uses
 - o Goods Movement route conflicts
 - o Parking Demand
 - o Bike infrastructure requirements
 - o Walkability of East Hastings
 - o North – South bike route
 - o Mobi Station priority areas
 - o Alexander Street Spot Improvements
 - o Heatley Overpass Removal
 - o Additional issues that may have emerged
- For each recommendation:
 - o Incorporate community-supported positions on issues to come out of engagement process
 - o Incorporate leading innovations and solutions in mixed-mode transportation planning
 - o Define advocacy actions and achievable program initiatives that drive progress towards desired outcomes
- Develop the implementation strategies for proposed advocacy actions and achievable program initiatives
- Prioritize proposed actions and specify how the plan will be achieved over the next 7-year SBIA renewal period (2017-2024) including key milestones with metrics for success
- Incorporate strategies for leveraging funding and identify future funding sources, including Development Cost Levies, municipal capital investments, and private investments
- Incorporate recommendations for partnerships to help implement solutions

4.2 Submit draft TAPS for review by project committees

4.3 Incorporate any feedback and submit final version of TAPS

Task 4 Deliverables:

- First Draft of TAPS
- Final Version of TAPS

Task 5: Communications Strategy for Final Transportation Advocacy Plan focusing on Sustainability

5.1 Work with the SBIA to guide the development of a communications strategy for disseminating the completed TAPS to SBIA members, the public, City of Vancouver, Province of British Columbia, BIAs, and transportation advocacy groups

5.1.1 Provide guidance on developing communications content for specific target groups

5.1.2 Provide guidance on developing social media communications content for specific platforms

5.1.3 Provide guidance on developing press release for launch date of the plan.

Task 5 Deliverables

- Communications Plan

SBIA Role and Responsibilities

The SBIA has high internal and external capacity to carry out this project and intends to work collaboratively with the selected proponent on many aspects. The SBIA has a full-time Sustainability Coordinator who is responsible for overseeing this project, and will have significant staff time allocated to the transportation project work. Additional in-kind resources have also been committed by various project partners. The SBIA has a strong leadership team of a volunteer Board of Directors made up of business and property owners, as well as three engaged volunteer committees, including the Sustainability Committee which is tasked with developing the organization's Transportation Advocacy work. Please read carefully the intended SBIA role and responsibilities in the project outlined below.

Project Management – Sustainability Coordinator

- Work closely with selected proponent to effectively manage project towards successful conclusion
- Be the point of contact for proponent; schedule regular project check-ins
- Schedule, host, and run Advisory Committee Meetings and SBIA Sustainability Committee Meetings
- Review and compile feedback from committees to relay to proponent
- Ensure commitments to external project funders are being satisfied

Research and Adjacent Plan Review

- Work with members on Advisory Committee to obtain access to relevant data available from partner organizations
- Identify representatives in stakeholder organizations for initial outreach

Community Engagement Process

- Support logistical planning and execution of engagement events
- Assist in recruiting support and volunteers for successful execution of engagement events
- Assist in achieving high levels of participation of a diverse range of community members at events
- Help with content creation and implementation of communications strategy for engagement process
- Cover costs of workshops, including space rental, furniture rental, standard supplies, and printing costs for associated materials
- Staff available to lead and facilitate engagement events/methods with guidance from proponent

Transportation Advocacy Plan focusing on Sustainability and Communications Plan

- Review and compile feedback from committees on draft of TAPS
- SBIA Board to approve final plan
- Assist in developing communications content, with guidance from proponent
- Implement communications plan for the resulting final TAPS
- Cover costs of printing final plan and any promotional material
- Disseminate project research and results with members, stakeholders, and other audiences

ANTICIPATED PROJECT SCHEDULE

Project Phase	Key Deliverables	Anticipated Timeline
1. Preparation (SBIA)	<ul style="list-style-type: none"> • Issue RFP • Review responses • Hire consultant(s) 	May 2017 – June 2017
2. Initial Research and Outreach and Project Work Plan	<ul style="list-style-type: none"> • Review relevant plans, policy, and data – Review of Adjacent Plans document • Initial conversations with range of representatives • Project work plan • Project engagement plan 	June 2017 – July 2017
3. Engagement Phase	<ul style="list-style-type: none"> • Hold workshops, pop-ups, creative engagement opportunities • Digital and online strategies • Communications and social media • Summary Report of Consultation 	July 2017 – November 2017
4. Additional Research, Drafting TAPS	<ul style="list-style-type: none"> • Research best practices, leading innovations and solutions for mixed-use commercial areas • Synthesize all findings into comprehensive TAPS • 1st Draft submitted • SBIA provide feedback to consultants 	November 2017 – January 2018
5. Complete Final TAPS and Communications Plan	<ul style="list-style-type: none"> • Incorporate feedback • Communications plan • SBIA Board to approve final TAPS • SBIA present to advisory committee and other key stakeholders • SBIA to launch communications plan 	February 2018 – March 2018

PROJECT BUDGET

SBIA has allocated \$42 000 for the consultant fees for this project, including expenses but before taxes. Bonuses may be available for additional value-added services.

SUBMISSION REQUIREMENTS

Proposal submissions should display clearly and accurately the knowledge, experiences, capabilities and approach of the respondent to meet the requirements of the project and RFP. Proposals should be compiled as a single pdf.

1. Introduction

Include an introduction that highlights your understanding of the assignment, including scope, key issues to be addressed, and critical success factors and project challenges. If applicable, provide a narrative describing your familiarity with the Strathcona neighbourhood. What challenges do you foresee coming up around the development of the engagement strategy for this project? How would you address them?

2. Proponent Overview

Provide a general profile(s) of your firm(s), including history, location(s), and total number of staff at each location. If the proposal is prepared by a collaborative team of more than one firm, please provide a profile for each, and the nature of the relationship between the firms. Collaborative teams should clearly identify the lead consultant firm.

3. Project Team Personnel

Provide an introduction to the key personnel who would be assigned to this project. Include a profile of their relevant past experience as well as their intended role for this project.

4. Project Approach and Methodology

Describe your approach and methodology for meeting the scope of work and timeline requirements of the project, making sure to address each of the key tasks.

5. Relevant Experience and References

Please include three examples of past projects and the results that demonstrate experience you feel will be relevant to the work outlined for this project, as well as client references for each. For example:

- a. Engaging businesses and diverse communities
- b. Using existing policy objectives to enhance an engagement strategy
- c. Creating advocacy strategies that build on outcomes of a consultation process

6. Fee Proposal

Please provide a fee proposal for the total described services, exclusive of GST. Please outline the breakdown of projected hours between any collaborative proposals involving more than one firm or additional sub-contractors.

7. Innovation and Value Added Services

The SBIA welcomes proposals for innovative or novel approaches to our requirements and may consider value-creating proposals that build on the requirements. Provide details on any innovative approaches or creative solutions proposed to meet our requirements. Provide details on any value-added services included in your proposal, including additional fees, if not included in your base fee.

EVALUATION

The SBIA will evaluate proposals based upon, but not limited to:

- Project Approach
- Experience of proposed team members
- Past relevant experience and record of success
- Quality and clarity of proposal
- Innovation and creative approaches
- Pricing Fee
- References
- Interviews, if necessary

KEY RFP DATES

Issue Request for Proposals	Tuesday May 2 nd , 2017
Last day to submit enquiries, no later than 5:00pm	Tuesday May 16 th , 2017
Response deadline, no later than 5:00pm	Tuesday May 23 rd , 2017
Evaluation of Responses	May 23 rd – Friday June 2 nd , 2017
Respondents to be notified if selected for interviews, no later than 5:00 P.M.	Friday June 2 nd , 2017

Optional interviews scheduled	June 5 th – June 14 th , 2017
Award by SBIA	Mid-June
Anticipated start date	Late June

CONTACT

Johanna Vortel, Sustainability and Communications Coordinator (604.258.2727)

All enquiries related to this RFP should be directed to: johanna@strathconabia.com no later than May 16th at 5:00pm, 4 business days prior to the closing date.

CLOSING DATE AND TIME

Respondents must submit proposals no later than 5:00pm on Tuesday, May 23rd.

Submissions are to be clearly marked STRATHCONA TRANSPORTATION ADVOCACY PROJECT and submitted as a single PDF to info@strathconabia.com

The SBIA has a file size limit of 10MB. Late submissions may not be considered at the discretion of the SBIA.

Interviews for shortlisted respondents will be set up for the dates of June 5th – June 14th.