

REQUEST FOR PROPOSALS

**MISSOULA, MONTANA
DOWNTOWN MASTER PLAN UPDATE
June 1, 2018**

Professional Consultant Services for

DOWNTOWN BUSINESS IMPROVEMENT DISTRICT OF MISSOULA

**Comprehensive Master Plan Update for Downtown Missoula Including
Adjoining Neighborhoods Impacted by Downtown Growth**



DOWNTOWN MISSOULA MASTER PLAN VISION STATEMENT

The Downtown Missoula Master Plan vision is to create a broadly accepted guiding tool that ensures the long-term health, character, and vitality of our central city.

I. INTRODUCTION

The Downtown Missoula Partnership (DMP) is the collaboration of three distinct organizations dedicated to making Downtown Missoula the best it can be. The DMP is comprised of the Missoula Downtown Association (MDA), the Downtown Business Improvement District (BID), and the Missoula Downtown Foundation. The BID in conjunction with the City of Missoula, Missoula Redevelopment Agency (MRA), and the Missoula Parking Commission (MPC) and other public, private, and nonprofit partners, are seeking the services of a consulting team with broad experience in visioning, urban planning and design, landscape architecture, historic preservation, parking, transportation, market analysis, citizen outreach and implementation to update its current Master Plan.

The Master Plan Update will serve to help guide decisions over the next 25 years impacting Missoula's historic downtown and adjoining neighborhoods, including modifications to land use and planning regulations, public and private investment decisions, and prioritization for allocation of municipal and community resources.

II. BACKGROUND

The original Downtown Missoula Master Plan was completed in 2009 through a community-wide visioning process. The purpose of the plan was to build a comprehensive, balance-centered strategy to strengthen and expand Downtown Missoula's role as the economic and cultural heart of the city.

The [2009 Master Plan](#) was a reflection of Missoula's values, and reinforced the city's unique character, history, and its culture and economic activity. The plan focused on land use and circulation and provided strategies in the areas of employment, housing, parking, retail and tourism.

City leaders and stakeholders used the Master Plan as its blueprint for downtown development. Over the past decade a concerted effort was made to implement many of the Master Plan's recommendations that has resulted in more than \$850 million in private and public investment within the study area.

Here is a list of some of the completed projects and a few in progress:

- Arts & Culture: New Missoula Art Park (2017), and renovations to Missoula's two historic theaters, the Roxy and the Wilma (2016).
- Education: New building for Missoula College along the Clark Fork River (2017).

- Employment Centers: First Interstate Bank (2011), Garlington, Lohn & Robinson (2012), and Stockman Bank (2017) each built new Class A office buildings in Downtown Missoula.
- Hospitality: New five-story, mixed use, development in the heart of historic downtown, anchored by a 174-room Residence Inn by Marriott Hotel (2018); current renovations and upgrades to the Holiday Inn Downtown (2018-19), and current renovations to the Doubletree Hotel (2018-19), as well as a seven-story hotel and conference center at the Riverfront Triangle (2020).
- Housing: More than 1,200 new housing units for all income levels, including new student housing ROAM on Front Street (2018) and The Sawyer in the Old Sawmill District (2019).
- New Parks and Trails: 15-acre Silver Park (2015) and Caras Park improvements.
- Parking: Park Place Parking Structure was built on Front Street (2013), and new electronic parking kiosks were implemented throughout downtown (2017).
- Transportation: North Higgins Avenue Improvement Project (2010) put Missoula in the national spotlight for protected bike lanes and complete streets design and led to full building occupancy along Higgins North of Broadway. The Madison Street Bridge was re-decked with improved pedestrian and bicycle facilities (2017). Russell Street is being reconstructed and the Russell Street Bridge is being replaced with additional vehicle and bike lanes, expanded sidewalk, lighting and trail connections (2018-19). The Higgins Avenue Bridge also will be re-decked and expanded to better serve multimodal transportation (2020). The two interstate interchanges in downtown have been or are in the process of being reconfigured with roundabouts.
- Social Services: New building and location for the Poverello Center (2014).
- Walkability: Implementation of the new community-wide Wayfinding System started (2016).

The City has completed several critical studies and planning projects that support and supplement the Master Plan, such as the Front/Main Streets Two-Way Conversion Feasibility Study, and Russell Street Corridor Design Study. The City also is in the process of completing its Building Design Standards and Guidelines, known as the Missoula Design Excellence Project, this fall.

These studies should be incorporated into the process of updating the Downtown Master Plan. It is anticipated the consultant team will review, and incorporate these into the final Master Plan, where appropriate, without replicating previous efforts. Various plans, studies and documents can be found online at:

Missoula Redevelopment Agency – www.ci.missoula.mt.us/mra

- [Downtown Missoula Master Plan](#)
- [Front Street URD Map](#)
- [Hellgate URD Map](#)
- [URD II Map](#)
- [Riverfront Triangle URD Map](#)

- [Fox Site Conference Center Feasibility Report](#)
- [Riverfront Triangle Developers Website](#)
- [Front Street/Main Street Two-Way Conversion Feasibility Study](#)
- [Old Sawmill District Development](#)
- [Russell Street Corridor Design Study](#)

City of Missoula Development Services – www.ci.missoula.mt.us/1258/Development-Services

- [Missoula Design Excellence Project](#) – Building Development Standards and Guidelines
- [Historic Preservation](#)
- Planning, Zoning & Land Use
 - [Annual Title 20 Zoning](#)
- Our [Missoula City Growth Policy](#) 2035
- [Urban Fringe Development Area Project](#)
- Transportation Plans
 - [2018 Unified Planning Work Program](#)
 - [2016 Missoula Long Range Transportation Plan](#)
 - [2016 Bicycle Facilities Master Plan](#)
 - [2016 Transportation Improvement Plan](#)

Montana Department of Transportation – http://www.mdt.mt.gov/pubinvolve/active_projects.shtml

- [Higgins Avenue Bridge Rehabilitation](#)
- [Missoula ADA](#)
- [Russel Street Bridge Construction](#)
- [Van Buren Street Interchange](#)

The Master Plan study area incorporates several Urban Renewal Districts (URDs) with prior, current or future access to tax increment financing. URD I, Missoula’s first district, incorporated the historic downtown and constitutes the core of the Master Plan Study Area. It was created in 1978 and terminated in 2005. It was an extremely successful District, resulting in over \$20 million in tax increment funds being reinvested into the area, which leveraged more than \$200 million in private and other public funds.

In 2008, the City created two new URDs within what was originally URD I. They include The Front Street URD encompassing the southwestern portion of the historic downtown; and the Riverfront Triangle URD. The Districts will last for 15 years (2023) or the term of any tax increment bonds issued during the initial 15 years, whichever is longer. Twenty five-year bonds already have been issued in the Front Street District with additional debt anticipated to be issued in 2018, extending the life of that District to 2043.

The [Downtown Business Improvement District](#) Board of Trustees will continue to assume primary responsibility for the Master Plan Update with support of the Master Plan Implementation Committee. The BID was created in 2005 and consists of 70 blocks in the downtown area with more than 600 properties on the north and south

sides of the river. The primary focus of the BID has been the creation of a Clean Team, an ambassador program, funding a Dedicated Downtown Police Officer (DDPO) and street beautification. The BID also is focusing additional efforts on marketing, business recruitment and retention, and implementation of the new Master Plan recommendations. The market analysis and retail mix strategy of this plan is essential for the Board as it focuses on renewal of the BID in 2019.

Another major participant in the creation of the Master Plan, both in terms of funding and guidance, is the Missoula Parking Commission (MPC). MPC currently manages and enforces on-street parking, four parking structures, and numerous surface lots in the downtown area. Demand for additional parking due to increased development should be assessed and addressed. MPC has the debt of building the Park Place garage and has some bonding capacity, but it is not adequate to meet current and future demands. One of MPC's primary goals is the development of a comprehensive parking plan to serve as a guiding tool as it determines how best to develop and allocate parking and transportation resources and identify new revenue sources.

III. PROJECT SCOPE

The Downtown Master Plan Implementation Team, which has overseen the implementation of the 2009 Master Plan recommendations, has identified the following goals and priorities for the Master Plan Update.

2018-19 Goals

- Develop an innovative long-range vision for Downtown Missoula that builds on past successful investments, while preserving and strengthening the city's unique, historic, and cultural character.
- Develop a community vision that maximizes development potential and ensures long-term viability relating to land uses, circulation, housing and parking.
- Produce a creative plan that supports and sustains Downtown Missoula as a major employment center with robust activity year-round.

Priority Areas of Study

- Land Uses
- Infrastructure
- Downtown Housing
- Parking
- Street Design Standards
- Retail & Commercial Business Development

The four Guiding Principles of "Authenticity", "Innovation", "Versatility", and "Viability" will serve as the basis for research, planning and recommendations of the Master Plan Update.

Study Area: The Master Plan Study Area includes the historic urban core of the City, areas immediately adjacent to the downtown, which are appropriate for urban expansion, and surrounding neighborhoods that are impacted by downtown’s growth and transformation. The 2018 study area was expanded east on Broadway to include the Missoula College. A map of the new study area is [here](#).

Land Uses: Upon completion of the 2009 Master Plan, the United States experienced a recession affecting all sectors of the economy and Missoula was no exception. Since the recession, Downtown Missoula has attracted more than \$850 million in development and is seen as a unique and high-quality place to do business.

With new companies moving to Downtown Missoula, coupled with company expansions, certain types of office space are in high-demand. The current downtown vacancy rate is around 8.5 percent. Meeting demand while retaining the city’s historic significance and unique character without stifling appropriate new development will be a significant component of the plan.

Infrastructure: The Master Plan Update will need to evaluate the study area’s infrastructure to ensure it can sustain additional growth over the next 25 years. This includes communication, utility and circulation needs. The City is committed to ensuring growth is sustainable and can adequately meet the needs of its community while preserving the City’s historical significance.

Downtown Missoula is a more walkable and vibrant community due to several circulation projects that were completed or are in the process of completion to improve multimodal transportation and flow. In addition, to three major bridge improvement projects, the City’s mass transit system (bus service) is now zero-fare and the most popular routes have gone to 15-minute headway.

The Master Plan Update needs to take a comprehensive look at and address ways to improve traffic patterns with all modes of travel –motorized, and non-motorized as well as examining the role of sustainability, circulation accessibility, and technology/utility infrastructure in the planning process.

Parking: As the downtown transitions to a more vibrant residential, employment and entertainment district, parking has become an increasingly important issue. There are four parking structures in downtown; however, most of public parking is currently provided either on the street or in surface lots. Regardless of zoning requirements, the market, especially for new housing and office space, increases the need for additional off-street parking, ideally in the form of structured parking. The MPC has done an excellent job of creating and managing parking when most of the demand could be met without building structures. That model no longer works with greater demand and higher land values. MPC now has the need for a comprehensive parking plan to help guide planning, resource allocation, and increase revenues.

Housing: Downtown housing for all income levels continues to be a major challenge. With more employers locating in the Master Plan Study area, attainable housing for their employees is limited. Much of the new housing, especially townhomes and condos are expensive and not accessible to people in the \$40,000-\$60,000 income bracket. One of problems facing developers is the lack of land available for development, along with the high cost of construction and building supplies. There is a strong desire to continue downtown Missoula's growth as an employment center, while ensuring its walkability, vibrancy and historical significance. The Master Plan will need to provide a strategy on how to meet growing housing needs.

Retail & Commercial Business Development: As noted previously, future goals for the Business Improvement District include marketing, business recruitment and retention. The economic development/market analysis component of the plan is an important tool that will come from this effort. There is a recognition that if downtown is to be competitive with more suburban development where land is less expensive, and parking is abundant, it must be able to market itself competitively within the community and to visitors. We also need to examine the role of sustainability, circulation accessibility, and technology/utility infrastructure as they relate to economic development. A credible market analysis is essential to change that pattern.

There are numerous other elements that must be considered as part of this planning effort. The following is a list of tentative plan elements, which have been identified by the Steering Committee as important. After a consultant team has been selected, this list will be re-evaluated to fit both the goals and the budget.

I. Land Uses

- a. Commercial
- b. Residential
- c. Office
- d. Arts & Entertainment
- e. Governmental
- f. Educational
- g. Medical & Institutional

II. Infrastructure

- a. Shared Mobility
- b. Pedestrian Circulation
- c. Bicycle Circulation
- d. Vehicular Circulation –Motorized, Non-motorized
 - i. Improve East/West Vehicle Flow
 - ii. Front/Main Street Two-Way Conversion
- e. Communication
- f. Utilities
- g. Sustainability

III. Historic Preservation

- a. Preservation of Surrounding Neighborhoods
- b. Identification of Historic Structures that Warrant Protection
- c. Adaptive Reuse
- IV. Parking**
 - a. Development
 - b. Management
 - c. Revenue Generation
 - d. Maintenance
- V. Parks, Trails & Recreation**
 - a. Caras Park Corridor
 - b. Gateways
 - c. Facilities
 - d. Trail Connections
- VI. Public Spaces, Markets**
- VII. Urban Design & Streetscape**
 - a. Sidewalks
 - b. Street Furnishings & Landscaping
 - c. Street Lighting
- VIII. Retail & Commercial Business Development**
 - a. Market Analysis
 - b. Redevelopment Opportunities
 - c. Business Recruitment & Retention Strategy
 - d. Identification of Impediments to Investment
- IX. Implementation Strategies, Costs & Timelines**

Public Outreach: More than 2,000 people provided input on the original Master Plan through interactive public workshops. It's important the consultant meets and/or exceeds this level of engagement in the Master Plan Update. One of the challenges will be to find ways to involve groups and constituents who do not typically participate in charrettes and other public processes, but who have an interest in the area or can provide meaningful input. This may involve assembling small, focused interest groups to foster creativity and candid insights, or deploying community-wide questionnaires for public input. The consultant team will be expected to provide and execute innovative ways to engage residents who are important to the outcome but challenging to engage.

SUBMITTAL REQUIREMENTS

Proposal Content

The proposal should provide sufficient detail to enable the Review Committee to thoroughly evaluate and compare it with other proposals. At a minimum, the following information should be included:

- A description of the lead firm and all firms proposed to be part of the consultant team with an emphasis on the qualifications needed to provide the services requested in this RFP.
- Identification of the key personnel who will be assigned to the project, including resumes, with a description of their respective roles and an estimate of their participation in the project. Resumes should list related project experience and general project duties.
- A description of the relationships between the firms being proposed as part of the consultant team with specific details about similar projects on which the firms have worked together and identification of their respective roles.
- A description of your understanding of the project and Downtown Missoula's needs and address how you propose to meet those needs, including project approach and methodology.
- A general discussion about methods you have used to broaden public participation and input into the process and plan.
- Provide at least three references for similar projects undertaken by the lead firm, including name, address, phone number and email address where a contact person may be reached. References for other firms comprising the consultant team may also be included.

Proposal Format

No specific format will be required; however, proposals are to be prepared in such a way as to provide a straightforward, concise delineation of the consultant team's capabilities to satisfy the requirements of this RFP. Emphasis should be concentrated on the elements addressed in the Project Scope with a clear delineation of proposed methodology and project approach. Proposals should not exceed 15 pages, excluding resumes.

Proposal Submission

All Proposals must be received by **5:00pm MST on June 29, 2018**. Any Proposal received after that time will not be considered by the Selection Committee. One electronic copy and seven (7) hard copies of the Proposal shall be submitted to:

Linda McCarthy
Downtown Missoula Partnership
218 E. Main Street, Suite C
Missoula, MT 59802

Questions and requests for information should be directed to Linda McCarthy at (406) 543-4238 or linda@missouladowntown.com

SELECTION PROCESS

Proposal Review

The Downtown Master Plan Implementation Team will appoint a sub-committee, comprised of representatives from the committee and funding agencies, to review all the applications. Proposals will be reviewed and scored, and the top applicants will be interviewed by the committee. The Downtown BID reserves the right to reject any or all proposals and to waive any informality or irregularity in receiving proposals. Should the BID be unable to negotiate a mutually-acceptable contract with the selected consultant, then the BID may enter negotiations with the second-ranked consultant identified during the selection process.

Proposal Review Criteria

Consultant selection will be based on the following criteria:

- Project approach and methodology 25%
- Experience with similar projects 20%
- Professional qualifications of key personnel assigned to the project 15%
(emphasis will be placed on the project manager)
- History of the team having worked together on similar projects 15%
- Approach to public involvement 15%
- Reference responses 10%

Estimated Time Frame

RFP released:	June 1, 2018
Proposals due to Downtown Missoula Partnership:	June 29, 2018
Consultant interviews:	TBD
Consultant selection:	TBD

TERMS AND CONDITIONS

Within the Agreement for Services between Development Services and the successful Consultant, the Consultant will be required to agree to all of the following terms and conditions. Respondent should include a statement in their proposal indicating their firms are willing to abide by the City's standard terms and conditions.

NON-DISCRIMINATION

All hiring of persons and sub-consultants shall be on the basis of merit and qualification, and there shall be no discrimination in employment on the basis of race, ancestry, color, physical or mental disability, religion, national origin, sex, age, marital or familial status, creed, ex-offender status, physical condition, political belief, public assistance status or sexual orientation, gender identity or expression, except where these criteria are reasonable bona fide occupational qualifications.

AFFIRMATIVE ACTION POLICY

Contractors, subcontractors, sub grantees, and other firms doing business with the City of Missoula must be in compliance with the City of Missoula's Affirmative Action Plan, and Title 49 Montana Codes Annotated, entitled "Human Rights" or forfeit the right to continue such business dealings.

The City's Affirmative Action Policy Statement is:

The Mayor of the City of Missoula or the Mayor's designee may adopt an affirmative action plan to provide all persons equal opportunity for employment without regard to race, ancestry, color, handicap, religion, creed, national origin, sex, age, marital status. In keeping with this commitment, we are assigning to all department heads and their staff the responsibility to actively facilitate equal employment opportunity for all present employees, applicants, and trainees. This responsibility shall include assurance that employment decisions are based on furthering the principle of equal employment opportunity by imposing only valid requirements for employment and assuring that all human resource actions are administered on the basis of job necessity.

Specific responsibility for developing, implementing, monitoring and reporting are assigned to the City Personnel staff under the supervision and direction of the Chief Administrative Officer and the Mayor.

It is the policy of the City of Missoula to eliminate any practice or procedure that discriminates illegally or has an adverse impact on an "affected" class. Equal opportunity shall be provided for all City employees during their terms of employment. All applicants for City employment shall be employed on the basis of their qualifications and abilities.

The City of Missoula, where practical, shall utilize minority owned enterprises and shall ensure that subcontractors and vendors comply with this policy. Failure of subcontractors and vendors to comply with this policy statement shall jeopardize initial, continued, or renewed funds.

Our commitment is intended to promote equal opportunity in all employment practices and provide a positive program of affirmative action for the City of Missoula, its employees, program participants, trainees and applicants.

WORKER'S COMPENSATION AND PROFESSIONAL LIABILITY INSURANCE

The successful Consultant shall be required to carry Workers Compensation and Professional Liability insurance. Complete liability insurance regarding accidents, injury, and property damage at, as well as traveling to and from the project site will also be required. Specific amounts of liability insurance will be settled during the contract negotiations.

INDEMNIFICATION

The final contract between the selected Consultant and the City will include the following indemnification statement:

Consultant shall indemnify and hold the City and their officers and employees harmless from and shall process and defend at its own expense all claims, demands, or suits at law or equity arising in whole or in part from the Consultant's negligence or breach of any of its obligations under this Agreement; provided that nothing herein shall require the Consultant to indemnify the City against and hold harmless the City from claims, demands or suits based solely upon the conduct of the City, their agents, officers and employees and provided further that if the claims or suits are caused by or result from the concurrent negligence of (a) the Consultant's agents or employees and (b) the City, their agents, officers and employees, this indemnity provision with respect to (1) claims or suits based upon such negligence, (2) the costs to the City of defending such claims and suits, etc., shall be valid and enforceable only to the extent of the Consultant's negligence or the negligence of the Consultant's agents or employees.