

CENTER CITY GREENWAY CONNECTIONS

Request for Proposals

For a Feasibility Analysis Study

Release Date: August 10, 2007
Submission Date: September 28, 2007



Pennsylvania
Environmental
Council

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I. GENERAL INFORMATION

The Pennsylvania Environmental Council (“PEC”) is issuing a Request for Proposals to perform a “Center City Greenway Connections Feasibility Study”.

PEC is seeking competitive proposals from qualified Offerors to perform a greenway corridor feasibility study to connect existing and planned greenway corridors along the Delaware River and Schuylkill River through or by Center City Philadelphia, PA, in accordance with all terms, conditions and specifications as set out in this Request for Proposal (RFP).

There will be a non-mandatory pre-proposal conference scheduled for **11:00 AM on August 28, 2007** in the PEC Southeast Office conference room located at 123 Chestnut Street, Suite 401, Philadelphia, PA, 19106. It is recommended that Offerors attend such conference.

Proposals, to be considered and evaluated, must be sealed and received on or before 2:00 p.m. on **September 28, 2007** at the PEC Southeast Office, c/o Carol Meyers, Office Manager, 123 Chestnut Street, Suite 401, Philadelphia, PA, 19106. Proposals appropriately received will be opened at this time. **Proposals received after 2:00 p.m. will not be accepted or considered.** The time of receipt shall be determined by the time clock stamp in the PEC Southeast Office. Faxed or e-mailed proposals are not acceptable.

Each proposal, one (1) original and four (4) copies, must be appropriately signed by an authorized representative of the Offeror, and must be submitted in a sealed envelope or package. The notation “**Center City Greenway Connection Feasibility Study**”, **RFP No. 08-10-07** and the specified opening time and date must be clearly marked on the front of that sealed envelope or package.

Proposal Requirements and RFP Conditions

Offerors shall have a minimum of five (5) years experience in successful greenway and park design and development that include methodology in planning, design, funding, and constructing bicycle/pedestrian trails. Offeror shall have experience in addressing all federal, state, and local regulations (Army Corps of Engineers, PA Department of Environmental Protection, etc.) regarding river and floodway development projects. Offerors shall provide specific project examples that have been funded and constructed within an urban context or urban park system within the last five years. Finally, Offerors shall provide specific examples of economic development analyses performed.

The Pennsylvania Environmental Council, and its officers, employees or agents will not be responsible for the opening of a proposal envelope or package prior to the scheduled opening if that envelope or package is not appropriately sealed and marked as specified.

The Pennsylvania Environmental Council reserves the right to cancel this RFP and/or reject any or all proposals, to waive informalities in any proposal, to award any whole or part of a proposal,

and to award to the Offeror whose proposal is, at the sole discretion of the Pennsylvania Environmental Council, determined to be in the best interest of the project, of the PA Department of Conservation and Natural Resources, and of the City of Philadelphia.

Project evaluation and award will be accomplished in accordance with this RFP and Guidance from a project steering committee with representatives from City government, DVRPC, and other local non-profit organizations. If an award of a contract is made, notification of such award will be posted for public review on the PEC website (www.pecpa.org).

No proposal may be withdrawn for a period of ninety (90) days after the opening of the proposal.

The RFP and related documents may be obtained during normal business hours from Carol Meyers, PEC Southeast Office Manager (215) 592-7020, ext. 100, or from the PEC website at www.pecpa.org under Current Bid Request.

Inquires regarding this RFP should be directed to Spencer Finch, Director of Sustainable Development at (215) 592-7020, ext. 105.

Inquires for information regarding procurement procedures shall be directed to John Walliser, Director of Legal Affairs at (412) 481-9400.

This RFP consists of this Introduction, 8 numbered sections, and the exhibits hereto.

If you download this RFP from the PEC website and intend to submit a proposal, you must notify PEC that you should be added to the list of entities having received a copy of the RFP and want to receive any addenda issued. The PEC is not responsible for any RFP obtained from any source other than PEC, and may not accept proposals from those who download this RFP and fail to notify the PEC of their intent to submit a proposal. Contact Legal by phone at 412.481.9400, by fax at 412.481.9401, or by email at jwalliser@pecpa.org .

Respectfully,
Spencer Finch
Director of Sustainable Development
Date: August 10, 2007

II. INTRODUCTION

Greenway corridors have been growing over the past few years in the Philadelphia metropolitan region, extending north and south of Center City Philadelphia along the Schuylkill and Delaware Rivers, and along the Pennypack, Wissahickon and Cobbs Creeks. Several additional corridors are in the planning stages for the future, including the extension of the Cobbs Creek Trail south to the Darby Creek and John Heinz Wildlife Refuge, and north into potential contact with the Radnor Trail; and potential corridors along the Tookany-Tacony-Frankford watershed, and the Poquessing and Neshaminy Creeks. (see Figure 1)



Figure 1 – Philadelphia Watersheds

However, a gap remains between the Schuylkill and Delaware Rivers; one exactly where the distance between the rivers are at its narrowest before the confluence. This is accordingly the site William Penn selected for the original settlement of the City of Philadelphia, the area today known as Center City Philadelphia.

The goal for this study is to examine several potential alignments for an east-to-west connection for a greenway or greenways through (or tangentially skirting) Center City; and select one or several of these alignments for progression into design and construction.

It is expected that the study will follow the following format:

- Kick-Off and Stakeholder Involvement
- Participation in Public Involvement Process
- Preliminary Cost-Benefit Analysis (Scale of Magnitude of Feasibility and Investment) for 12 initial alignments
- Alternatives Selected for Further Study (between 2 and 4 alignments)
- Feasibility Study Analysis for Each Alignment
- Economic Development Potential Analysis for Each Alignment
- Final Alternative(s) Selection
- Final Report and Public Meetings

Respondents must submit a proposal assuming that at least the tasks listed above will be completed, and that they can provide relevant information for the selection of alternatives.

Proposals from Respondents will be judged on an evaluation of the following criteria:

Team's overall qualifications:

1. Previous experience with Greenways planning, specifically in urban settings
2. Previous experience with feasibility studies and economic development analysis
3. Previous experience with public involvement processes
4. Previous experience in Philadelphia
5. Diversity of the team
6. Compactness of the team

Proposed Working Relationship

7. Team structure
8. Quality control strategy (TQM, ISO 9001, ISO 14000)
9. Communications strategy with PEC, with project Steering Committee, and with the public

Innovation

10. Level of Innovation in working method, in the vision of the proposed greenway design or alignment, or in greenway development strategy
11. Incorporation of Sustainability into working methods or final product

Fee

12. Overall Fee Proposed

Proposals are due 2:00 pm on September 28, 2007. After submissions are received and reviewed, a short-list of candidates will be invited to make a presentation. PEC will then select the winning team based on the criteria above and input from the Steering Committee.

III. BACKGROUND INFORMATION

History – East Coast Greenway

The East Coast Greenway (ECG) began as a vision to create the nation’s first urban, long distance, multi-use trail, linking 23 major cities in 15 states along the Atlantic coast from Maine to Florida to form a continuous route. A principal goal of the East Coast Greenway Alliance is to provide an arterial route for local, regional and interstate recreation, tourism and commuting. Locally, the trail will provide rural, suburban and urban communities with a place to recreate and draw visitors into their communities, spurring revitalization and enhanced community livability through the routing of the greenway off of public roads to the greatest extent possible, to best serve its intended users: bicyclists, in-line skaters, pedestrians and wheelchair users.

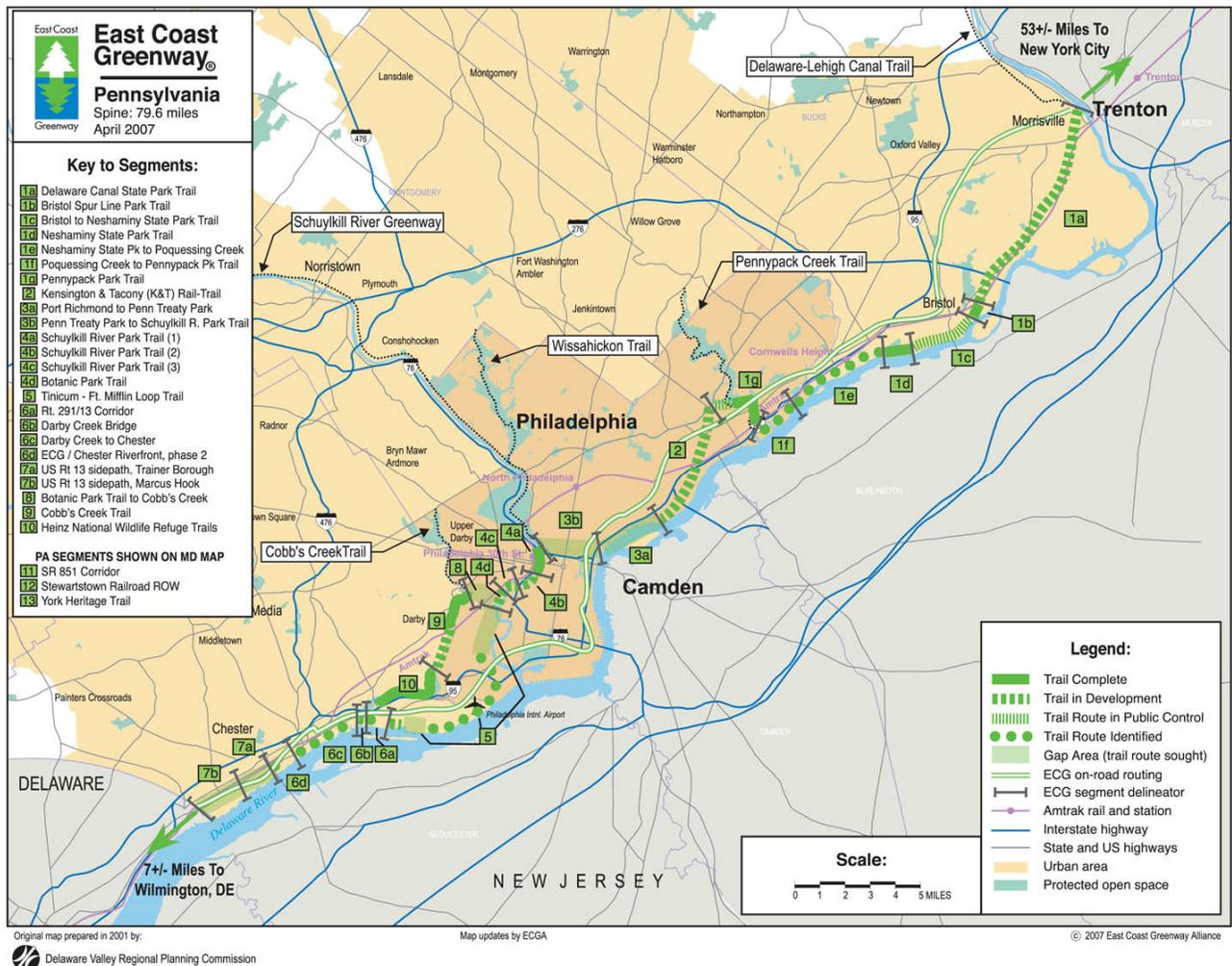


Figure 2 – East Coast Greenway in Philadelphia

There has been some preliminary work completed on various off-road segments of the trail in the form of alignment, design studies and public participation--some of these further advanced than others. Now there is a compelling need to bring all of these trail segments to the same degree of feasibility planning and certainty of alignment to enable their full implementation and to have a strategy of how to proceed to overcome any obstacles. In most cases, this will require further detail and analysis of site conditions, topography, ownership of property, and placement of trails. All existing data and studies will be reviewed from the perspective of the requirements of a continuous ECG corridor with reasonable consistency of width and amenities.

Bucks and Philadelphia counties have a number of trail segments and connections that need additional planning and Delaware County is also pursuing design of their section of the ECG. The Pennsylvania Environmental Council has obtained funding from Pennsylvania's Department of Conservation and Natural Resources (DCNR) and Department of Environmental Protection (PADEP) to perform further feasibility studies and plan for the missing segments in the first two counties.

As the trail develops in Pennsylvania and as interim on-road and permanent off-road sections of the ECG begin to connect across the Eastern seaboard, PEC, DCNR and PADEP hope that benefits to the quality of life, resident health and local economies will materialize, such as:

- Facilitate bicycle travel, recreational activities, exercise and day-to-day travel.
- Connect up bike to work routes for the area's major employers
- Revitalize neighborhoods

For communities along the Greenway, large numbers of cyclists, in-line skaters, walkers and runners can provide increased revenues to local businesses as trail users stop to "refuel" in local restaurants, take a "pit stop" in local bicycle shops or sporting goods stores and possibly take a tourist's detour to local museums, parks or historical areas. For example, in one study the National Park Service found that three trails—in Iowa, Florida and California—contributed between \$1.2 million and \$1.9 million per year to their home communities. Being able to market a sizable trail length will enable each of the PA counties to work on capturing tourists who might plan on a two or three day visit, rather than just a local recreational experience.

Existing and Upcoming Segments of the Greenway in Philadelphia

As previously mentioned, the ECG is being developed in segments, some of which are complete or nearing completion, others which have not been taken even to the conceptual phase.

Only one segment in Pennsylvania has already been officially designated a part of the ECG: the 3.4 miles of the Schuylkill River Trail starting near the Art Museum at Race Street and extending south to the historic Bartram’s Garden facility.

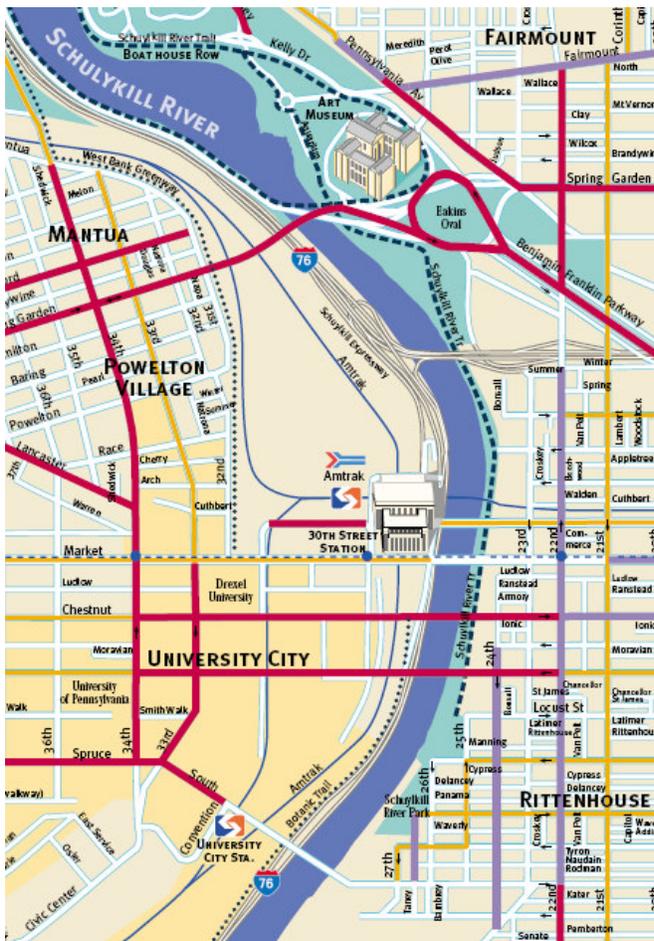


Figure 3 – Developed Portion of Schuylkill River Trail

Only approximately 1.2 miles of this segment (from the Art Museum/Race Street down to Locust Street) have been completed and are currently open to the public (see Figure 3 – dashed line along Schuylkill River).

From Locust Street south, the trail will cross over to the west bank of the Schuylkill (probably somewhere near the Grays Ferry Avenue Bridge crossing), and continue south to Bartram’s Garden and eventually down to the John Heinz Wildlife Refuge and points further south. The Schuylkill River Development Corporation is a public-private organization that has taken the lead in the development of this segment.

Along Philadelphia’s northern reaches of the Delaware River, several small segments exist within the City of Philadelphia Fairmount Park system – for example, an approximately 1-mile long segment within the Pennypack Park on the Delaware currently connects to the existing Pennypack Trail, which follows the route of this Delaware tributary.

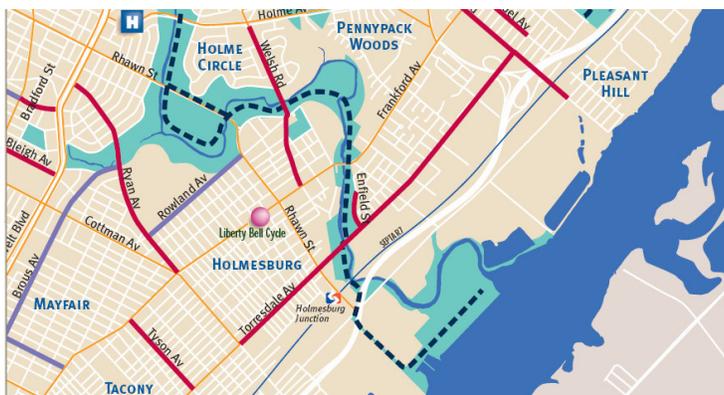


Figure 4 – Existing Pennypack Trail

Several additional segments are under design or nearing the point of accepting bids for construction. Within approximately the next two years, a segment approximately 2 miles in length is expected to be completed north from Pennypack Park to Linden Avenue / Pleasant Hill Park. Within the same time frame, a smaller ½ -mile segment will

also be completed near the entrance of the Tacony-Palmira Bridge and will consist of the new Lardner’s Point Park and possibly

an extension of the trail from this new park into a new riverfront residential development at the former “Dodge Steel” site.



Figure 5 – New Lardner’s Point Park and trail

An additional ¾-mile segment is also expected to be completed further south in the neighborhood of Bridesburg (just north of New Frankford Creek and the Betsy Ross Bridge). This segment will be built as part of the Delaware Avenue extension north from its intersection with Lewis Street and the New Frankford Creek, towards a proposed new riverfront residential development at the former “Philly Coke” site, terminating at a new intersection with Buckius Street in the community of Bridesburg...

In sum, approximately five miles out of the 11 miles of Philadelphia’s North Delaware Greenway will soon be completed.



Figure 6 – New Greenway segment in Bridesburg

Closer to Center City, the suggested alignments are in conceptual stage only. For example, conceptual alignments are being analyzed by planning efforts led by Penn Praxis for the stretch of the Delaware River between Oregon Avenue and Allegheny Avenue; and by a local neighborhood non-profit, the New Kensington Community Development Corporation, for the stretch of the Delaware River between Penn Treaty Park and New Frankford Creek. (Portions of these two projects overlap).

The project area to be investigated in this study (in other words, the area covered in this RFP) is the area between the northern terminus of the ECG / Schuylkill River Trail segment (at Race Street) and the southern end of the Bridesburg segment of ECG / North Delaware River Trail (at the intersection of New Frankford Creek and Delaware Avenue – in other words, the segments south – to the left of the Creek in Figure 6, above).

List of Potential Alignments

Several different alignments have been previously suggested or discussed as potential connections between the Schuylkill River and the Delaware River segments of the ECG. Here is a listing and brief description of each proposed alignment, beginning at the confluence of New Frankford Creek and the Delaware River, and working from the north to south, and east to west:

1. Proposed Frankford Creek Greenway and Cecil B Moore Alignment

Proposed Frankford Creek Greenway to abandoned/underused rail alignment along Trenton Avenue alignment, down Trenton Avenue, and west across town on Cecil B Moore Avenue, then south on N. 33rd Street, with new access to the Schuylkill River Trail at Brewery Hill Drive and Kelly Drive (north of the Art Museum and Boathouse Row).

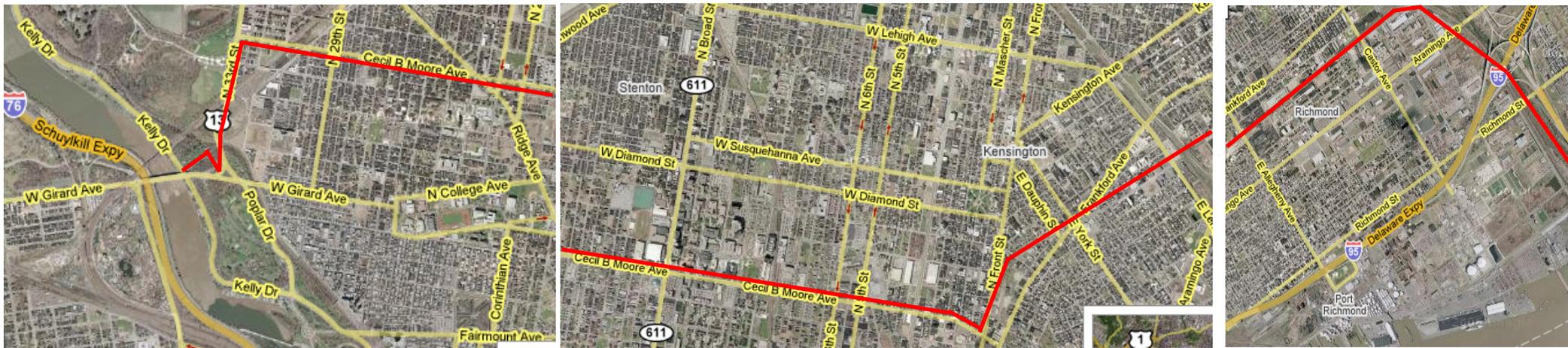


Figure 7 – Proposed Frankford Creek Greenway and Cecil B Moore Avenue Alignment

2. Lehigh Viaduct

Instead of proceeding west along the new Frankford Creek, proceeding south (parallel to the Delaware River) down along a proposed off-road greenway trail on the side of Delaware Avenue until its intersection with Allegheny Avenue. From that point along a new trail alignment within the underused Conrail railyard to the abandoned Lehigh Viaduct, along the Viaduct to Lehigh Avenue; west across town on Lehigh Ave. until reaching either the Glenwood Avenue/Sedgeley Street pair or 33rd Street, then south/southwest on one of these streets to the new access to the Schuylkill River Trail at Brewery Hill Drive and Kelly Drive.

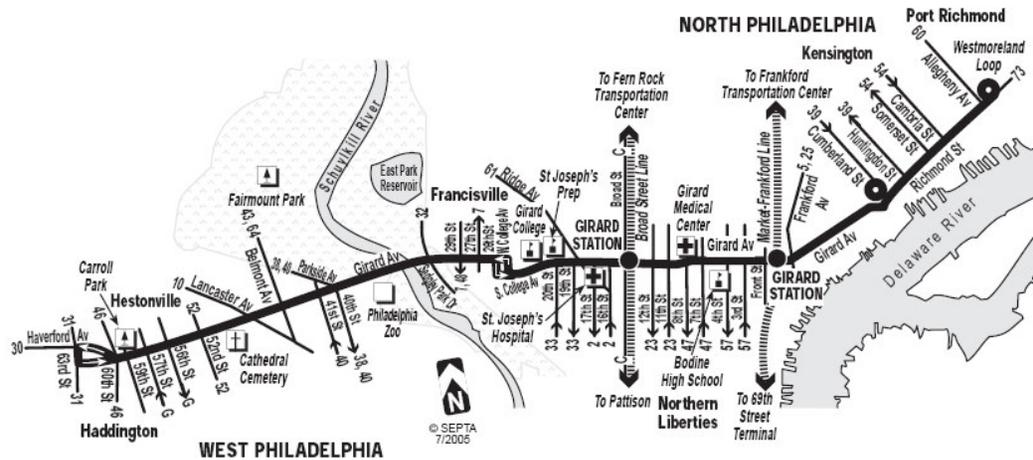


Figure 8 – Proposed Lehigh Viaduct Alignment

3. Girard Avenue

Along the same alignment as 2 down to the Lehigh Viaduct, but then down Richmond Street to a new stop (with a potential “bike station” upgrade) on the Girard Avenue trolley line (Septa Route 15), boarding the trolley and taking it west across town to a new access (and another potential “bike station”) to the Schuylkill River Trail at Brewery Hill Drive and Kelly Drive.

Figure 9 – Proposed Girard Avenue Option



4. Spring Garden Street

Along the same alignment as 2 down to the Lehigh Viaduct, but then down a new continued trail alignment along Delaware Avenue to the Spring Garden Street intersection, west across town on Spring Garden to the Eakins Oval (in front of the Art Museum), accessing the existing Schuylkill River Trail at the existing entrance near the intersection of Martin Luther King Drive and the Eakins Oval.

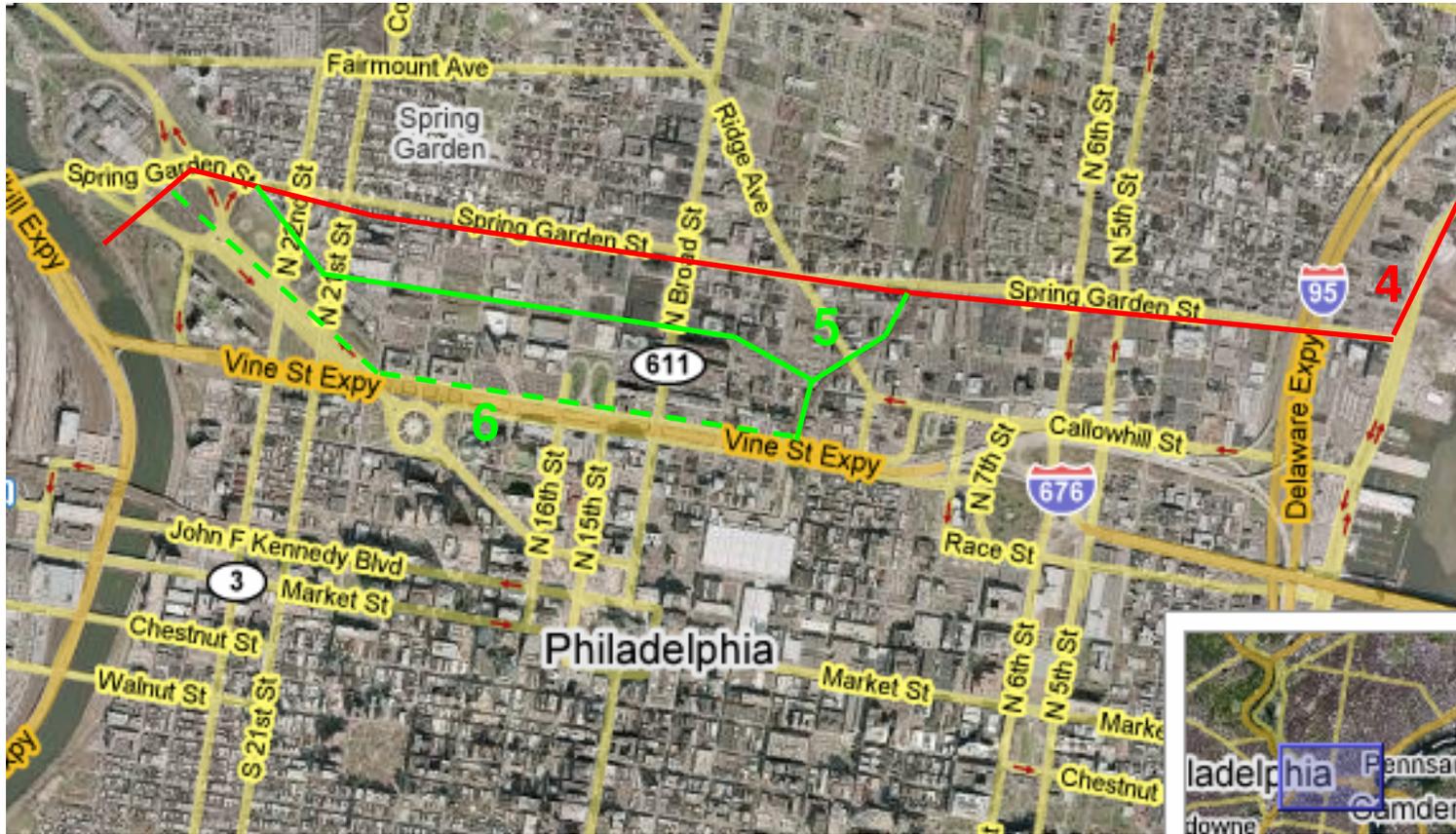


Figure 10 – Proposed Alignments between Vine Street and Spring Garden Street
 Alternatives: 4 in solid red; 5 in solid green; 6 in dashed green.

5. Spring Garden Street with Reading Viaduct and City Line Branch
 - a. Along the same alignment as 4 along Spring Garden Street, but going up on a new ramp to the abandoned Reading Railroad Viaduct at the corner of Spring Garden and Percy Street, south along the viaduct into the tunnel/culvert known as “City Line Branch Tunnel” west across town, and then exiting onto Pennsylvania Avenue behind the Rodin Museum, onto Eakins Oval and then the Schuylkill River Trail as in 4.
 - b. Or exiting from the City Line Branch near the intersection of Pennsylvania Avenue and Aspen Street, and reaching either Kelly Drive or doubling back on Pennsylvania Avenue to the Eakins Oval and the trail.

6. Reading Viaduct and Vine Street / Ben Franklin Parkway Streetscape Improvements

Along the same alignment as 4 along Spring Garden Street, but going up on a new ramp to the abandoned Reading Railroad Viaduct at the corner of Spring Garden and Percy Street, south along the viaduct into its current southern terminus at Vine Street, then west along a reconfigured Vine Street to the Benjamin Franklin Parkway, and northwest along the Parkway to the Eakins Oval and the trail.

7. Market Street / JFK (through City Hall and with gateways at Penn’s Landing and 30th Street Station)

Along the same alignment as 2 down to the Lehigh Viaduct, but then down a continued trail alignment along Delaware Avenue further south to new ramps to the Market Street Bridge over I-95 (near a possibly redeveloped Penn’s Landing), along Market Street, through or around City Hall, continuing west along Market and/or JFK Boulevard with ramps down to the Schuylkill River Trail (existing ramp at Market Street). Gateways would be developed at Penn’s Landing and 30th Street Station.

8. Sansom Street

Along the same alignment as 2 down to the Lehigh Viaduct, but then down a continued trail alignment along Delaware Avenue further south to new ramps to the Walnut Street (pedestrian) Bridge over I-95, west on Walnut Street to 9th Street, then half a block north to Sansom Street, and west on Sansom Street all the way to a new connection to the Schuylkill River Trail or the existing Chestnut St ramp.

9. Locust / Spruce Street Pair

Along the same alignment as 2 down to the Lehigh Viaduct, but then down a continued trail alignment along Delaware Avenue further south to new ramps to the Dock Street deck over I-95, along Dock Street to Walnut Street, west on Walnut to Washington Square, then down either (or both) Spruce and Locust Streets all the way to the Schuylkill River Trail.

10. Other “Small Streets”

Developing a walking trail along the “small streets” in Center City, including Sansom, Walnut, Locust, Manning, Spruce, Cypress, Delancey, Pine, Addison, Clinton, Naudain, and others. This segment would probably not be viable for biking.

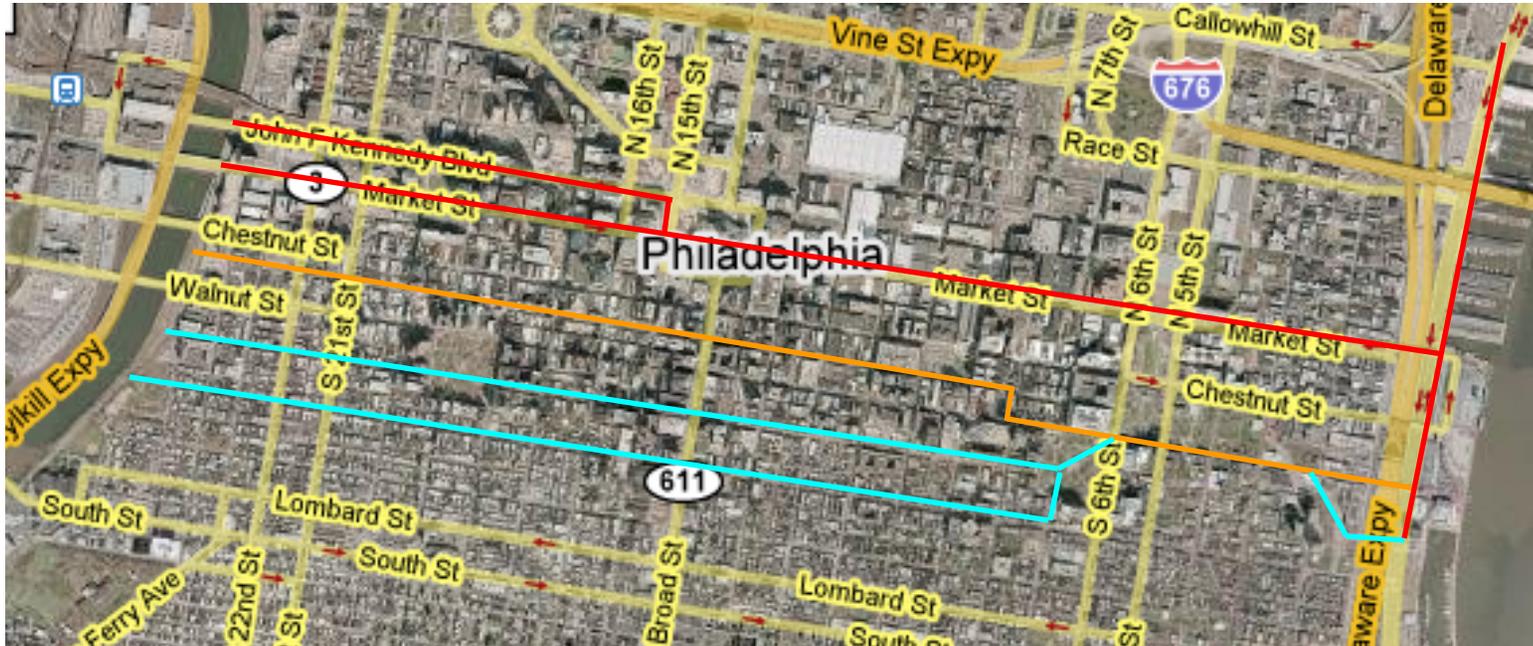


Figure 11 – Proposed Alignments thru Center City (between South Street and Vine Street)
 Alternatives: 7 in solid red; 8 in solid orange; 9 in solid light blue.

11. Washington Avenue

Along the same alignment as 2 down to the Lehigh Viaduct, but then down a continued trail alignment along Delaware Avenue even further south to the intersection with Washington Avenue, then west across town on Washington Avenue and then Grays Ferry Avenue, and finally down to new ramps to the Schuylkill River Trail at the Grays Ferry Avenue Bridge.

12. Pattison Avenue

Along the same alignment as 2 down to the Lehigh Viaduct, but then down a continued trail alignment along Delaware Avenue all the way south to Pattison Avenue, and west on Pattison past the Warehousing and Sports Stadium districts, past FDR Park, to Pennrose Avenue and over the Schuylkill on the Platt Bridge to new ramps down to a Schuylkill River Trail extension around the Philadelphia International Airport.

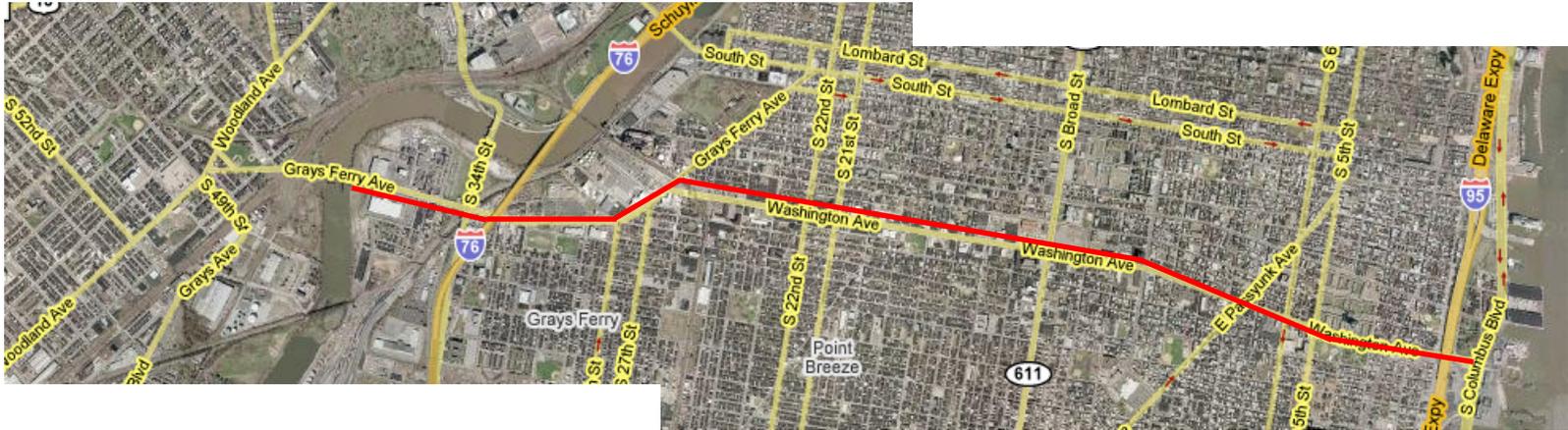


Figure 12 – Proposed Washington Avenue Alignment (Option 11)

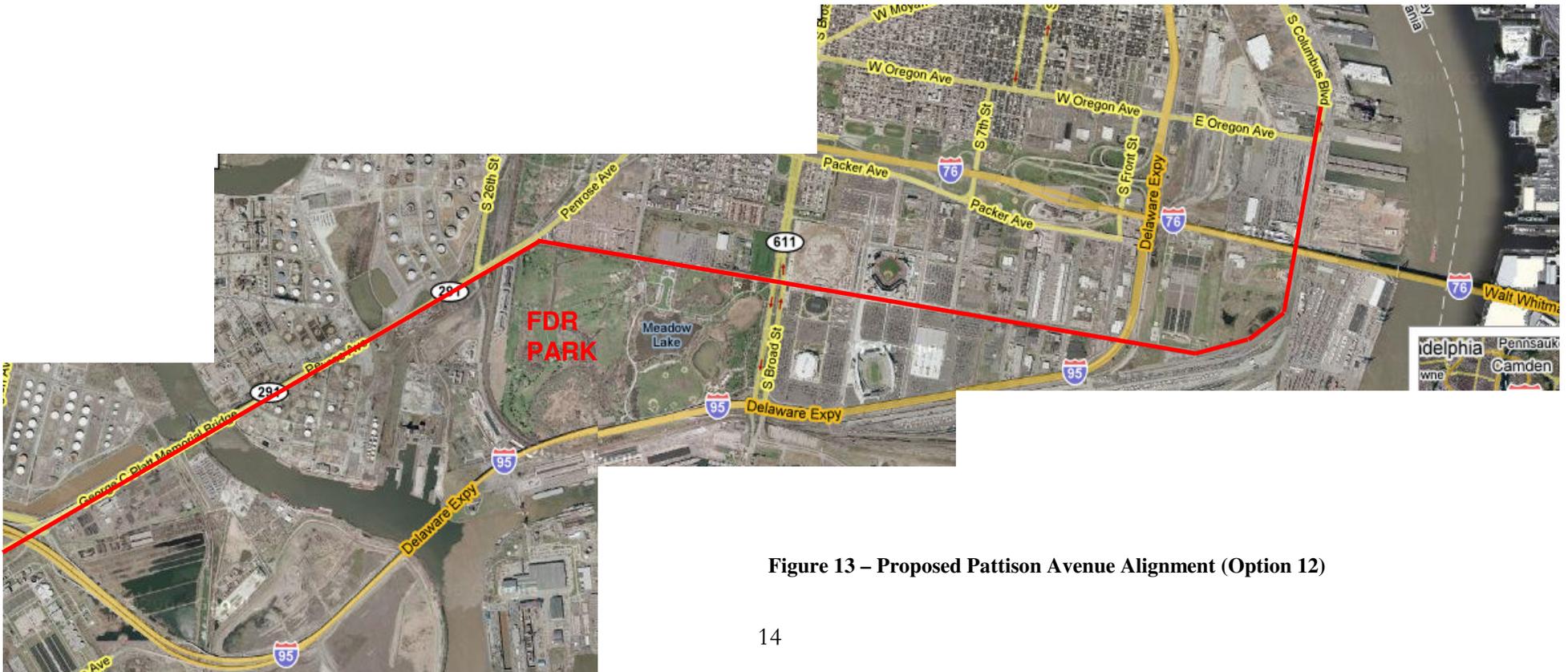


Figure 13 – Proposed Pattison Avenue Alignment (Option 12)

IV. PROJECT GOALS

The Center City Greenway project proposed in this RFP is expected to be the centerpiece of the East Coast Greenway in the region. The PEC, the PA DCNR, and other partners in this project also hope it will help spur the expansion of the greenway and bicycling networks in the City, and to help further revitalize and connect Center City and its surrounding neighborhoods.

The Feasibility Study is the first step in making this future greenway a success. As such, the study will build upon multiple previous planning efforts that go beyond just greenway planning. These include:

- Plan Philly, a Penn Praxis project for the PCPC, ongoing, <http://www.planphilly.com/>
- Green Plan Philadelphia, City of Philadelphia, ongoing, <http://www.philaplanning.org/plans/greenplan.pdf>
- Center City District's State of Center City 2007 report, <http://www.centercityphila.org/socc/default.aspx>
- Benjamin Franklin Circulation, Parking and Transit Plan, Nelson Nygaard for PCPC, January 2007, <http://www.philaplanning.org/plans/pkwy parking.pdf>
- North Delaware Riverfront Greenway Plan, Greenways Inc for PEC and DCNR, November 2005, available upon request
- River Greenway Design Guidelines, PCPC, August 2005, <http://www.philaplanning.org/plans/gwaydesign.pdf>
- Parks and Plazas Study, PCPC, 2004, <http://www.philaplanning.org/plans/parksplazas.pdf>
- Destination Philadelphia: Direction Philadelphia, Center City District, 2004, http://www.centercityphila.org/docs/directionphila_infosheet.pdf
- Destination Philadelphia: Walk Philadelphia, Center City District, 2004, http://www.centercityphila.org/docs/walkphila_infosheet.pdf
- Tidal Schuylkill River Master Plan, EDAW for Schuylkill River Development Corporation (SRDC), March 2003, http://www.schuylkillbanks.org/admin/controls/doc/2_20051213123301.pdf
- Renovating Post Industrial Landscapes—The North Delaware Riverfront, Field Operations for PEC and DCNR, Fall 2001, http://www.pecpa.org/final_pec/DelRivRepCh1.pdf
- North Delaware Riverfront: A Long-Term Vision for Renewal and Redevelopment. Field Operations for the PCPC, September 2001, <http://www.philaplanning.org/plans/ndr/ndrsum.html>

And the Feasibility Study will also build upon past City initiatives (such as the River City and Neighborhood Transformation Initiatives) and future ones also (such as the current focus on Sustainability, the reduction of the City's Climate Change impact, and others still to come).

Throughout the planning process for the East Coast Greenway, multiple stakeholders have collaborated to bring the greenway to fruition, including the national East Coast Greenway Alliance, the City of Philadelphia, the Delaware Valley Regional Planning Commission, local

residents, businesspersons, the Pennsylvania Environmental Council, property owners and civic organizations. Out of these collaborations, the following overall goals have emerged:

- Complete the gaps in the ECG, including the “missing link” between the Schuylkill and Delaware River portions of the ECG
- Promote Philadelphia as a bicycle- and pedestrian-friendly, healthy community, and as a destination for national and regional users of the ECG
- Create new links among neighborhoods and Center City Philadelphia
- Improve commuting options (especially bicycling) for City residents
- Generate new economic activity
- Attract new residents and businesses to underdeveloped areas of the City
- Increase the tax base
- Expand pedestrian and cyclist access

The alternative alignment or alignments selected for further development will be those that best meet the overall goals listed above, as well as the following specific goals:

- Effective connection with other sections of the East Coast Greenway
 - Ease of Implementation
 - Community Support for the Alignment
 - Economic Development Potential
 - Possibility for incorporating landscaping and for creating not only recreational areas but also natural habitat
- and
- Overall Contribution to the Sustainability of the region

Respondents should briefly discuss in their proposal how they propose to investigate the potential of each alignment to address each of these goals.

V. SUSTAINABLE DEVELOPMENT GUIDELINES

Below is a summary of the sustainable development guidelines for the project. Although respondents are expected to adhere to these guidelines in crafting their submissions, respondents are welcome to submit alternate proposals that meet the aforementioned goals.

While any type of environmentally-sound greenway alignment may be proposed, PEC and the project stakeholders are particularly interested in alignments that would have the potential to address the following:

- Ecological site design:
 - on-site erosion control
 - water purification/pollution reduction
 - stormwater management (bioswales, ecoroofs at greenway facilities, stormwater filtration, etc.)

- Use of native and adaptive species
- use of vertical green wall elements
- tree planning and landscaping
- potential to rehabilitate shoreline
- reduced light pollution
- reduced impact on habitats and migration corridors, or creation of new habitat
- Transportation:
 - promoting easy intermodal connections for bicycle, pedestrian, and transit use
 - minimizing disruptions to existing traffic patterns, or contributing to traffic calming
 - increased potential for use as commuting route
- Waste reduction:
 - reuse of existing urban and transportation structures,
 - recycling of materials to be demolished
 - efficient use of materials
- Energy efficiency:
 - reduction of energy use and greenhouse gas emissions (for example, by a shift from auto-dependent commuting to use of the proposed greenway alignment)
- Renewable energy:
 - Potential for installation of photovoltaics, geothermal pumps, wind turbines, micro-turbines, and fuel cells for greenway infrastructure
- Water efficiency, including:
 - rainwater harvesting for irrigation and toilet flushing at potential bike stations and other greenway facilities
 - utilization of pervious pavements to reduce stormwater control issues
 - utilization of existing structures for creation of “water sculptures”
- Operations and maintenance:

- Reduction of life-cycle cost of greenway
- Monitoring of energy, water, waste, air quality and transportation use

In addition, one of the goals of the project – and one of the elements of sustainability – is a lasting and positive economic development impact. The economic analysis for each potential alignment of the greenway should evaluate the potential positive and negative impacts on:

- **Housing:** The Center City housing market significantly recovered since the 1990s, and significant redevelopment is starting to reach adjoining neighborhoods that the greenway would potentially cross, such as Northern Liberties, Fishtown, and Brewerytown. The greenways' potential to further connect these neighborhoods to Center City and spur further economic development should be a component of the feasibility study.
- **Industrial and Port Uses:** The greenway will probably cross several industrial and port facilities. Traffic and other potential conflicts should be examined as part of the study.
- **Retail and Office Uses:** The study should examine potential conflicts with existing retail and office uses, including lack of storage facilities for bicycles in these areas, potential conflicts with loading/unloading zones, lack of retailers to support greenway users (e.g., bike stores, convenience stores, outfitters, tourist services, rest stops, etc)
- **Pedestrian Environment:** One of the study's primary goals is to improve pedestrian linkages, safety, and amenities throughout the project area.
- **Open Space:** How do potential alignments help connect existing open space and recreational areas in the City?
- **Parking:** Development of the greenway within rights-of-way of limited width might require the management of conflicts with, or even removal of, parking spaces. How to mitigate these conflicts?
- **Sewers, Water Supply and Utilities:** The study should examine any potential additional demands to the city's sewers and other utilities. Respondents are encouraged to consult with the proper agencies regarding available capacity and permits.
- **Intermodal:** The study should identify potential areas for intermodal connections.

Finally, the study should examine the long-term pedestrian and bicycle traffic generation potential of the greenway alignments, and identify the best opportunities for utilizing that traffic to spur main street corridors, recreational and eco-tourism businesses, and other economic development opportunities.

VI. PROJECT MANAGEMENT, EVALUATION CRITERIA AND SELECTION PROCESS

The Pennsylvania Environmental Council (PEC) will coordinate the Center City Greenway Connections project, and specifically large elements of the public involvement work. PEC has extensive experience working with numerous public and private partners and governments at all levels on greenway development, brownfield redevelopment, transit-oriented development, and public involvement.

Upon passing of the deadline for receiving RFPs, PEC will open and evaluate the proposals with the assistance of the project steering committee.

Proposals from Respondents will be judged on an evaluation of the following criteria:

Team's overall qualifications:

1. Previous experience with Greenways planning, specifically in urban settings
2. Previous experience with feasibility studies and economic development analysis
3. Previous experience with public involvement processes
4. Previous experience in Philadelphia
5. Diversity of the team
6. Compactness of the team

Proposed Working Relationship

7. Team structure
8. Quality control strategy (TQM, ISO 9001, and ISO 14000)
9. Communications strategy with PEC, with project Steering Committee, and with the public

Innovation

10. Level of Innovation in working method, in the vision of the proposed greenway design or alignment, or in greenway development strategy
11. Incorporation of Sustainability into working methods or final product

Fee

12. Overall Fee Proposed

After review of the proposals, PEC and the steering committee will select a short-list of Respondents for face-to-face team interviews. Such interviews are expected to be conducted in the first two weeks of October 2007.

Upon further deliberation, a final award will be made. The Award of the Contract will be made by October 15, 2007, and the Notice to Proceed is expected to be issued approximately 2 weeks after the award. Project Completion date will be nine (9) months after the date of the Notice to Proceed.

VII. SUBMISSION REQUIREMENTS

Each consultant team is to submit the following information for consideration:

1. Information describing the **qualifications** and background of each team member.
2. **Resumes** of key personnel to be directly involved in the project.
3. Statement committing the minimum **number of hours** each key personnel will dedicate to this project.
4. Description of **three representative projects** demonstrating the team's ability to successfully complete projects of similar scope. Include **references** for each project including the names and contract information for persons directly familiar with your teams work.
5. Proposed **work program**, including a detailed project schedule.
6. Proposed **deliverables**, including quantities of reports, submissions, etc.
7. Quantity and schedule of public meetings and internal organizational **meetings** included in the scope of work.
8. Total **project fee** presented as a lump sum, including all reimbursable expenses. A schedule of values based upon the project schedule.
9. Documentation of **M, W, and D-DBE team members**, including detailed description of each team member's scope of work and percent of total proposed fee.

Proposals must be submitted in person or via courier, or received by mail no later than 2:00 p.m. on September 28, 2007.

Respondents must submit one (1) original and four (4) copies of each proposal containing all required supporting documentation. Proposals should be tabbed in the aforementioned order to facilitate a timely evaluation of submissions. In addition, PEC requests an electronic version of the entire proposal in a pdf file format on CD. Respondents must submit the Excel file of the financial information on CD. An authorized representative of the Respondent must sign the original proposal.

The proposal must also provide the name, address, telephone and fax numbers, and e-mail address of an authorized representative of the Respondent who may be contacted during the period of proposal evaluation. Please make your submission as follows:

The original, (4) copies, electronic file of submission and Excel file to:

Spencer Finch
Director, Sustainable Development
Pennsylvania Environmental Council

123 Chestnut Street, Suite 401
Philadelphia, PA 19106
(215) 592-7020, ext. 105

All communications, questions and requests for clarification with respect to this RFP should be directed to:

Spencer Finch, Director of Sustainable Development

sfinch@pecpa.org

(215) 592-7020, ext. 105

Inquires for information regarding procurement procedures shall be directed to:

John Walliser, Director of Legal Affairs

jwalliser@pecpa.org

(412) 481-9400

VIII. – TERMS AND CONDITIONS

This RFP is subject to the specific terms, conditions, and limitations stated below:

The proposed projects shall conform to, and be subject to, the provisions of the Zoning Ordinance, if any, and all other applicable laws, regulations and ordinances of all Federal, State, and City authorities having jurisdiction, as the same may be amended from time to time. In cases where a suggested alternative does not conform to a given law or regulation (for example, if an alternative would require a change in the zoning code), the consultant shall clearly define the changes recommended for implementation of such alternative.

The Pennsylvania Environmental Council is not obligated to pay, nor shall it, in fact, pay, any costs or losses incurred by any Respondent at any time, including the cost of responding to this RFP.

This RFP does not represent any obligation or agreement whatsoever on the part of the Pennsylvania Environmental Council. Any obligation or agreement on the part of the Pennsylvania Environmental Council may only be incurred after the developer enters into a written agreement approved by the Pennsylvania Environmental Council.

The Pennsylvania Environmental Council may use the proposals submitted pursuant to this RFP as a basis for negotiation with Respondents as the Pennsylvania Environmental Council deems appropriate.

The Pennsylvania Environmental Council may reject at any time any or all proposals, amend or withdraw this RFP in whole or in part, negotiate with one or more Respondents, and/or negotiate on terms other than those set forth herein (including to parties other than those responding to this RFP). The Pennsylvania Environmental Council may also, at any time, waive compliance with, or change any of the terms and conditions of this RFP, entertain modifications or additions to selected proposals.

All determinations as to the completeness or compliance of any proposals, or as to the eligibility or

qualification of any Respondent, will be within the sole discretion of the Pennsylvania Environmental Council.

No transaction will be consummated if any selected Respondent or Principal of the selected Respondent (individual or business entity) is in arrears, or in default upon any debt, lease, contract, or obligation to the City of Philadelphia, including without limitation, real estate taxes and any other municipal liens or charges. The Pennsylvania Environmental Council reserves the right not to review a proposal submitted by such a Respondent.

**ATTACHMENT 1:
SCOPE OF STUDY REQUIREMENTS**

I. Kick-Off and Stakeholder Involvement Process

- 1.1 Kick-Off Meeting
- 1.2 Briefing and Coordination Meeting with Project Steering Committee
- 1.3 Start Ongoing Project Coordination

II. Public Participation Process

- 2 Public Participation Process
 - 2.1 Closely coordinate with the Pennsylvania Environmental Council on setting up the public participation process. The basic goals of the greenway will be pursued by a Steering Committee composed of multiple stakeholders. The goals of PEC and the Consultant will be to:
 - 2.1.1 Ensure that the Steering Committee contains a good cross-section of the community but is still able to function as a committee (e.g., representatives of public officials, adjacent landowners, nearby residents, advocacy groups).
 - 2.1.2 Suggest members from these groups for inclusion on a Steering Committee that will make final decisions regarding which route will be constructed.
 - 2.1.3 Create a formal committee structure including a management strategy (e.g., who will run meetings, who will monitor the group).
 - 2.2 Conduct needed Steering Committee meetings and public meetings with representatives from impacted municipalities, PennDOT, local business leaders, neighborhood and community groups, East Coast Greenway Alliance members, political leaders, ROW owners, and adjacent property owners.
 - 2.3 As public participation in feasibility studies in lower income neighborhoods can be difficult to achieve, we hope to hire a consultant team with appropriate experience and allow them to devise a public participation strategy. The Steering Committee would work with the consultant to devise and conduct other public participation activities that meet the “DCNR Guidelines for Public Participation,” such as surveys of adjacent property owners (statistically significant sampling or every property owner), key person interviews

person interviews (minimum 25), etc., as needed.

- 2.4 Facilitate at least four public meetings – two at the eastern end of the proposed greenway alignment, two at the western end – of which one will be in the initial phase of the project, and one in the concluding phase.
- 2.5 Provide a written summary of the public participation process, including Steering Committee meeting minutes.
- 3 Preliminary Analysis
 - 3.1 Analyze results of stakeholder and public input, and prepare tables collating the results and ranking the potential alignments
 - 3.2 Prepare a preliminary cost-benefit analysis with scale of magnitude costs and benefits for each potential alignment, and analysis of short-term and long-term potential for development.
 - 3.3 Meet with the Steering Committee to discuss potential route options and select alternatives for further study (2 to 4 alternatives).

II. Conduct Study

4 Study Purpose

- 4.1 Describe why the study is being conducted (background).
 - 4.1.1 Describe the mission of the East Coast Greenway.
 - 4.1.2 Describe the goals of the East Coast Greenway.
 - 4.1.3 Detail the routing objectives and criteria for the East Coast Greenway per **East Coast Greenway Route Selection Guidelines** document attached.
- 4.2 Identify boundaries or limitations of the study area.
- 4.3 Describe the area under study.
- 4.4 Identify the area of consideration for the ECG.
- 4.5 Coordinate with the City of Philadelphia City Planning Commission (CPCPC), Delaware Valley Regional Planning Commission (DVRPC), and Center City District (CCD) to provide general GIS mapping of the study area.

4.6 Relate to plans already existing in the study area including, but not limited to:

- Plan Philly, a Penn Praxis project for the PCPC, ongoing, <http://www.planphilly.com/>
- Green Plan Philadelphia, City of Philadelphia, ongoing, <http://www.philaplanning.org/plans/greenplan.pdf>
- Center City District's State of Center City 2007 report, <http://www.centercityphila.org/socc/default.aspx>
- Benjamin Franklin Circulation, Parking and Transit Plan, Nelson Nygaard for PCPC, January 2007, <http://www.philaplanning.org/plans/pkwymparking.pdf>
- North Delaware Riverfront Greenway Plan, Greenways Inc for PEC and DCNR, November 2005, available upon request
- River Greenway Design Guidelines, PCPC, August 2005, <http://www.philaplanning.org/plans/gwaydesign.pdf>
- Parks and Plazas Study, PCPC, 2004, <http://www.philaplanning.org/plans/parksplazas.pdf>
- Destination Philadelphia: Direction Philadelphia, Center City District, 2004, http://www.centercityphila.org/docs/directionphila_infosheet.pdf
- Destination Philadelphia: Walk Philadelphia, Center City District, 2004, http://www.centercityphila.org/docs/walkphila_infosheet.pdf
- Tidal Schuylkill River Master Plan, EDAW for Schuylkill River Development Corporation (SRDC), March 2003, http://www.schuylkillbanks.org/admin/controls/doc/2_20051213123301.pdf
- Renovating Post Industrial Landscapes—The North Delaware Riverfront, Field Operations for PEC and DCNR, Fall 2001, http://www.pecpa.org/final_pec/DelRivRepCh1.pdf
- North Delaware Riverfront: A Long-Term Vision for Renewal and Redevelopment. Field Operations for the PCPC, September 2001, <http://www.philaplanning.org/plans/ndr/ndrsum.html>

5 Legal Feasibility

5.1 Determine the ownership status of the parcels within routes of greatest potential.

- 5.1.1 Identify property owners and contact, if appropriate, to describe the project and determine their level of interest in supporting the project.
- 5.1.2 Have a set portion of the budget reserved for title searches for parcels that do not have clear ownership records established. Clearly specify the number of hours that are covered in the title search.
- 5.1.3 Conduct the title searches.

5.2 Identify property owners adjacent to the ROW and/or located on potential greenway alternative routes and contact these owners if appropriate.

5.3 Based on the results from above, evaluate acquisition and/or easement agreement options such as type of agreements required, preferred arrangement from property owners, etc.

5.4 Identify enabling legislation that could potentially be used to determine legal feasibility of greenway construction.

6 Demand for and Potential Use of the Greenway

6.1 Provide general demographics of potential route users.

6.1.1 Define a reasonable local project service area as well as an estimate of regional/national use based on the fact that this will be part of a national route.

6.1.1.1 Local Users (commuters)

6.1.1.2 Regional Users (recreational)

6.1.1.3 National Users (tourists)

6.1.2 Describe the community character (urban center, neighborhoods along different alignments, possibly industrial areas).

6.1.3 Collect and analyze project area population information and demographic patterns (current and projected).

6.1.4 Develop a profile of potential route users (bikers, walkers, in-line skaters, etc.).

6.2 Analyze potential demand, use, and benefits of the route.

6.2.1 Estimate initial use levels.

6.2.1.1 Basis for comparison: data from the Fairmount Park Commission, City of Philadelphia Streets Department, CPCPC, Schuylkill River Development Corporation (SRDC), and CCD.

6.2.2 Project future use levels.

6.2.3 Estimate seasonal demand.

6.2.4 Estimate year-round demand.

6.2.5 Estimate health benefits of the route.

6.2.6 Estimate transportation benefits of the route.

6.2.7 Estimate educational benefits of the route.

6.2.8 Estimate environmental benefits of the route.

6.2.9 Estimate social and cultural benefits of the route.

6.3 Identify and evaluate potential route links/connections including:

6.3.1 Possible connections to neighboring developments for both recreational and commuter use by residents and employees.

6.3.2 Possible connections with other existing and proposed bike/pedestrian routes.

6.3.3 Possible connections to nearby attractions, businesses, transit,

restrooms, schools, parks, neighborhoods, governmental buildings, greenway use needs such as bicycle related businesses (bicycle stores, bicycle stations, etc) or food stores, etc.

- 6.4 Determine the compatibility of route development with adjacent land uses.
 - 6.4.1 Identify and address potential impacts on adjacent land uses (industrial properties, school facilities, businesses, residences, etc.).
 - 6.4.2 Estimate market impacts of the proposed facility on adjacent land uses, with a focus on possible increased business from additional recreation and tourism.
 - 6.4.3 Estimate the frequency of use of the trail for exercise and other health-maintenance activities. As such, the study should at least discuss:
 - 6.4.3.1 Potential air pollution obstacles (e.g., emissions from adjacent highways and avenues, emissions from adjacent industries)
 - 6.4.3.2 The number of residents that live within an accessible distance from each proposed alignment.
 - 6.4.3.3 Ease of access for the greatest number of residents from these adjacent neighborhoods.
 - 6.4.3.4 The number of other recreational and physical exercise facilities near each alignment, such as gyms, boat clubs, city recreation facilities, etc
 - 6.4.3.5 The number of health-related facilities near each alignment, such as hospitals, clinics, nursing homes, etc

7 Physical Inventory and Assessment of the Proposed Routes

- 7.1 Prepare detailed GIS mapping of proposed route alignments at an appropriate scale.
- 7.2 Physical Features Analysis – identify and map:
 - 7.2.1 Length, dimensions, and boundaries of proposed routes.
 - 7.2.2 Traffic, road capacity, and other preliminary information for on-road facilities.
 - 7.2.3 Steep slopes.
 - 7.2.4 Topography (use of topographic information on USGS maps is acceptable).
 - 7.2.5 Composition of soils and geology, where applicable.
 - 7.2.6 Surrounding land uses.
 - 7.2.7 Erosion and drainage problems along proposed routes, where applicable.
- 7.3 Natural Features Inventory – identify and map:

- 7.3.1 Significant natural features (streams, floodplains, wetlands, overhead obstructions, etc.)
- 7.3.2 Existing vegetation and wildlife analysis (identify any species of concern or sensitive habitat areas in the project area and/or the existence of aggressive, weedy species/major invasive plants).
- 7.4 Identify cultural, historic, and recreational resources.
 - 7.4.1 Historic sites
 - 7.4.2 Existing and proposed parks, schools, and recreational areas.
 - 7.4.3 Existing and proposed trails and on-road bicycle routes.
- 7.5 Structures in the potential routes.
 - 7.5.1 Provide a general assessment of existing bridges and culverts.
 - 7.5.2 Identify potential and/or obvious encroachments on potential routes.
- 7.6 Infrastructure and Utilities
 - 7.6.1 Identify and map the location of utilities in relation to route and alternative route locations (water, sanitary sewers, electrical and gas lines, telephone, etc.).
 - 7.6.2 Assess the capacity of these utilities to serve route development.
 - 7.6.3 Determine instances where the physical location of the utilities may be an impediment to route development.
 - 7.6.4 Identify potential utility relocation needs.
 - 7.6.5 Identify locations where infrastructure needs for the greenway might be provided by other ongoing or planned infrastructure projects; or, in contrast, locations where greenway infrastructure needs might serve the needs of other unrelated infrastructure projects.
- 7.7 Intersections and Access Points
 - 7.7.1 Identify and map existing road crossings, active rail lines, driveways, etc.
 - 7.7.2 Inventory access points located within the corridor for possible vehicular and pedestrian accesses to and through the corridor.
 - 7.7.3 Note intersection improvements required for on-road portions (missing sidewalks, crosswalks, etc.).
- 7.8 Environmental Hazards
 - 7.8.1 Based on preliminary assessments, determine the need for environmental assessment studies based on previous parcel use.
- 7.9 Land Ownership – identify and map:

- 7.9.1 Using tax parcels provided by the City, identify true ownership of land parcels to be used in the Land Acquisition Strategy.

8 Economic Development Analysis

- 8.1 Based on the Demand Analysis described in Scope section 6 and the Physical Inventory described in section 7, conduct an economic development analysis of the potential of each alignment to contribute to the economic development of the City of Philadelphia. Costs and benefits of each alternative alignment should consider at least:
 - 8.1.1 The potential for each alignment's use as a recreational trail.
 - 8.1.2 The potential for development of outfitters (such as bicycle rental facilities, historical and neighborhood tour operators, etc) along each alignment.
 - 8.1.3 The potential of each alignment to become a tourist attraction itself.
 - 8.1.4 The potential of each alignment to connect existing neighborhood "Main Streets", and thus provide additional pedestrian and bicycle traffic to these locations.
 - 8.1.5 The potential of each alignment to provide new commuting options for large sections of the City.

9 Prepare a Concept Plan

- 9.1 Meet with the Steering Committee to discuss potential route options and eliminate choices that are considered to have an unreasonable cost-benefit ratio.
- 9.2 Develop a trail concept plan incorporating all data obtained and conclusions reached in previous tasks.
- 9.3 Prepare a Plan GIS map which identifies:
 - 9.3.1 Possible route locations.
 - 9.3.2 Proposed location of access points for off-road portions.
 - 9.3.3 Facility opportunity areas (restrooms, water, emergency telephone, lighting, parking, maintenance, interpretive signs, etc.).
 - 9.3.4 Areas where separate soft surfaces for joggers are to be included.
 - 9.3.5 Areas for barriers to control automobile access (removable to allow for emergency access).
 - 9.3.6 Areas where route intersection improvements are needed and type of

- improvement recommended (stop signs, warning signs, crossing pavement, etc.).
- 9.3.7 Areas needing natural buffers and/or screening.
- 9.3.8 Proposed linkages to nearby attractions, businesses, transit, restrooms, schools, parks, neighborhoods, governmental buildings, trail use needs such as bicycle related businesses or food stores, etc.
- 9.3.9 Locations of potential gateway gardens.
- 9.3.10 Areas where utilities would need to be relocated during construction or would share ROW with the route when completed.
- 9.3.11 Areas where rare, threatened, or endangered species habitats need to be protected.
- 9.3.12 Identify location of natural areas or habitats. Identify opportunities to expand these areas.
- 9.4 Develop conceptual designs for mitigating potential conflicts between proposed greenway users (bicyclists, pedestrians, in-line skaters, etc.).
- 9.5 Identify auxiliary facilities necessary to operate the route and provide conceptual designs for these areas such as drainage systems, emergency vehicle access, facilities to meet the needs of persons with disabilities, parking facilities, fencing or buffer systems, and rest areas. Identify green technology possibilities for these facilities and the life cycle cost difference between standard and green technologies.
- 10 Create Route Operation, Maintenance, and Security Strategies**
- 10.1 Determine ownership options for involved entities and show cost estimates for various options.
- 10.2 Develop a sample budget for staffing and maintenance for each alternative, including all anticipated cost categories with projections of operating expenses and revenues per project phase.
 - 10.2.1 Determine maintenance options for involved entities and show cost estimates for all options.
 - 10.2.2 Include information on any maintenance equipment and manpower needs and costs.
 - 10.2.3 Estimate when these needs will occur to allow for budgeting.
 - 10.2.4 Create a timeline for the maintenance strategy.
- 10.3 Identify zoning ordinance updates that may be needed or beneficial to the creation of the route.

11 Determine Financial Feasibility through Land Acquisition and Implementation Strategies

11.1 Provide a **Land Acquisition Strategy** including:

- 11.1.1 A determination of who owns the land currently through title searches on the chosen route.
- 11.1.2 The best method of acquiring land (e.g., fee simple acquisition, easement).
- 11.1.3 Cost estimates for any required land acquisition or purchase of easements.
- 11.1.4 A timeline for acquisition.

11.2 Develop an **Implementation Strategy** including a phased implementation plan if the project is too large to be completed under one contract or certain segments pose problems. Include an implementation timeline highlighting the strategy recommendations.

- 11.2.1 Prepare construction cost estimates for the bike route and proposed facilities, including supporting facilities.
- 11.2.2 Identify potential green technology, construction methods, and materials that could be used and estimate the cost differential between green and standard technology.
- 11.2.3 Identify potential sources for capital and operating revenues such as, but not limited to, grants, direct municipal contributions, user fees, private sector support, etc. Evaluate which are the most likely funding sources.
- 11.2.4 Include site information for parcels to be developed that contains all of the information required in the *Development Application Site Plan Checklist* (<http://www.dcnr.state.pa.us/brc/grants/20062007/2006-2007developmentchecklist.pdf>), including:
 - 11.2.4.1 Acreage of area to be developed.
 - 11.2.4.2 Project boundary map.
 - 11.2.4.3 Surrounding property and use including ownership, street names, and ROW.
 - 11.2.4.4 Topography.
 - 11.2.4.5 Existing vegetation.
 - 11.2.4.6 Water areas.
 - 11.2.4.7 Wetlands.
 - 11.2.4.8 Soils.
 - 11.2.4.9 Recreational facilities including existing, proposed, relocated, deleted, future, etc.
 - 11.2.4.10 Buildings.
 - 11.2.4.11 Circulation including access roads, service drives, parking, trail ramps, steps, paths, bridges, etc.

- 11.2.4.12 Drainage structures.
- 11.2.4.13 Site control structures including fences, walks, dikes, walls, etc.
- 11.2.4.14 ROW and easements.
- 11.2.4.15 Utilities.
- 11.2.4.16 Landscaping.
- 11.2.4.17 Work limits.
- 11.2.4.18 Phasing if the implementation strategy calls for work to be completed in phases.
- 11.2.4.19 Floor plans for all structures to be developed.
- 11.2.4.20 Project sign locations, including interpretative signs to be consistent with existing plans.

12 Prepare the Final Study

- 12.1 Prepare the plan containing the elements specified above in the style, format, and font specified by PEC. Editable electronic copy of the document using Microsoft Office software (Word, Excel, etc.) and maps and figures prepared in jpg, or PDF format.
- 12.2 Prepare a draft report that describes the study methodology, study findings, and recommendations and provides required mapping. The Steering Committee and DCNR must approve the draft and may request revisions to the draft before the final plan is prepared. Draft copies should be made available to DCNR (3), DEP (1), PEC (2), and each of the Steering Committee members. The draft and final reports must include a stand alone Executive Summary (ES) containing the main points of the full document.
- 12.3 The number of final report copies required should be decided based on the needs of the Steering Committee, the City, and funding agencies. Approximately 100 copies will be needed. The city of Philadelphia will require five (5) paper copies of the report and one electronic version of the report. DCNR requires three (3) paper copies of the report. DEP requires one (1) bound copy of the plan and two (2) digitized copies. The plan will also be placed on the internet, and an electronic version in PDF format will be required.

III. Cost and Billing

Full cost information should be provided that shows the minimum number of hours to be provided by each person assigned to the proposed work by the submitting team. The proposed hourly rate for billing shall be included for each person. The hours of work and cost shall be itemized for each major work element of the proposal and guaranteed by a staff availability statement or certification for project staff signed by an authority with the firm. An itemized estimate of reimbursable expenses must be included. The total amount of maximum payment must be stated.

Because of the complex nature of this project, a phasing approach is acceptable. In other words, the Pennsylvania Environmental Council will welcome proposals that contain detailed scopes and budgets for each phase of the project. In case the proposals' total cost exceed the Council's available funding, then the Council reserves the right to implement only selected phases of the proposal.

The cost shall be based on the hours of work provided and "out-of-pocket expenses" and shall not exceed the maximum cost proposed unless an amendment to the contract is negotiated and approved by the Pennsylvania Environmental Council.

Your method of billing must be indicated. The preferred practice of the Pennsylvania Environmental Council is to pay for this type of consulting service on a bi-annual or quarterly basis as substantial portions of the work are performed; however, the PEC will consider paying on a more frequent basis but not more than one time per month. Regardless of the billing method used, ten percent (10%) of the total contract price will be withheld until the final product is approved by DCNR and DEP.

ATTACHMENT 2:
GENERAL DCNR CONSULTANT QUALIFICATIONS FOR ALL PROJECT TYPES

Regardless of the planning project type, your consultant or consulting team must meet the following experience requirements:

1. Experience developing and implementing public participation techniques such as holding public and Steering committee meetings, conducting key person interviews, developing citizen surveys, etc.
2. At least one member of the consulting team with prior experience conducting studies of the project type (greenway, rails-to-trails feasibility, etc.). This member should be the project leader and assume overall project coordination responsibilities between the grantee and the consulting team.
3. Experience with the planning, design, and general operation of greenways, open space, and natural areas, motorized and non-motorized trails, and basic recreational support facilities.
4. For recreational greenways and trails, experience developing and recommending to local government officials policies and procedures related to managing and operating these amenities.
5. Experience setting goals, analyzing problems, generating alternative solutions, and providing recommendations and implementation strategies.

**ATTACHMENT 3:
DCNR NONDISCRIMINATION CERTIFICATION**

Nondiscrimination and equal opportunity are the policy of the Commonwealth and PEC in all of their decisions, programs, and activities. The purpose is to achieve the aims of the United States and Pennsylvania Constitutions, Executive Order 1972-1, the Pennsylvania Human Relations Act, Act of October 27, 1955, (P.L. 744), as amended, (43 P.S. § 951, et. seq.) and (43 P.S. § 153), by assuring that all persons are accorded equal employment opportunity without regard to race, color, religious creed, handicap, ancestry, national origin, age, or sex.

During the term of this contract, the contractor, to include all subcontractors, agrees as follows:

(a) Contractor shall not discriminate against any employee, applicant for employment, independent contractor, or any other person because of race, color, religious creed, ancestry, national origin, age, sex, or handicap. Contractor shall take affirmative action to ensure that applicants are employed and that employees or agents are treated during employment without regard to their race, color, religious creed, ancestry, national origin, age, sex, or handicap. Such affirmative action shall include, but is not limited to, the following: employment, upgrading, demotion, or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training. Contractor shall post in conspicuous places, available to employees, agents, applicants for employment, and other persons, a notice to be provided by the contracting agency setting forth the provision of this nondiscrimination certification.

(b) Contractor shall, in advertisements or requests for employment placed by it or on its behalf, state that all qualified applicants will receive consideration for employment without regard to race, color, religious creed, handicap, ancestry, national origin, age, or sex.

(c) Contractor shall send each labor union or workers' representative with whom it has a collective bargaining agreement or other contract or understanding a notice advising said labor union or worker's representative of its commitment to this nondiscrimination certification. Similar notice shall be sent to every other source of recruitment regularly utilized by bidder.

(d) It shall be no defense to a finding of noncompliance with this nondiscrimination certification that contractor has delegated some of its employment practices to any union, training program, or other source of recruitment which prevents it from meeting its obligations. However, if the evidence indicates that the contractor was not on notice of the third-party discrimination or made a good faith effort to correct it, such factor shall be considered in mitigation in determining appropriate sanctions.

(e) Where the practices of a union or of any training program or other source of recruitment will result in the exclusion of minority group persons so that contractor will be unable to meet its obligations under this nondiscrimination certification, contractor shall then employ and fill vacancies through other nondiscriminatory employment procedures.

(f) Contractor shall comply with all state and federal laws prohibiting discrimination in hiring or employment opportunities. In the event of contractor's noncompliance with the nondiscrimination certification or with any such laws, this contract may be terminated or suspended, in whole or part, and contractor may be declared temporarily ineligible for further PEC contracts, and other sanctions may be imposed and remedies invoked.

(g) Contractor shall furnish all necessary employment documents and records to, and permit access to its books, records, and accounts by the PEC, for purposes of investigation to ascertain compliance with the provisions of this certification. If contractor does not possess documents or records reflecting the necessary information requested, it shall furnish such information on reporting forms supplied by the PEC.

(h) Contractor shall actively recruit minority and women subcontractors or subcontractors with substantial minority representation among their employees.

(i) Contractor shall include the provisions of this nondiscrimination certification in every subcontract, so that such provisions will be binding upon each subcontractor.

(j) Contractor's obligations under this clause are limited to the contractor's facilities within Pennsylvania or, where the contract is for purchase of goods manufactured outside of Pennsylvania, the facilities at which such goods are actually produced.

DATE: _____

(NAME OF CONTRACTOR)

BY _____

TITLE _____

ATTACHMENT 5:

East Coast Greenway Route Selection Guidelines



East Coast Greenway Route Selection Guidelines

12/12/06

Route Vision

The goal of the East Coast Greenway Alliance (ECGA) is to establish a safe *traffic free* pathway for muscle-powered users of all abilities as a connection between our eastern seaboard cities.

Making this route off-road is the highest priority, although it is understood that this is a long-term reality. In the shorter range, the route will include many on-road sections, much like the Appalachian Trail did for decades. With a premium put on this route being traffic-free, a more circuitous route that is off-road is preferred to a shorter route that is on-road.

The ECG is above all an urban trail system. That is, it is less a “coastal” route than an urban connector. This route *must* go through the 25 major cities that the ECGA has identified as essential destinations along this route.¹ It should also link in smaller urban centers and towns. Going to the heart of the city or town is also part of the ECG vision.

- This route should be chosen for its varied and interesting landscape and for what it accesses **including key points of interest, transit hubs and user services and amenities. Again, in choosing a route one that incorporates these qualities is preferred, even if it is more circuitous. It should--**
 - Pass through a varied range of built landscapes including residential (urban, suburban, small town), commercial, and industrial areas
 - Include a variety of natural landscapes including rivers and lakes, coastal beaches, wetlands, farmland, forested areas, and public parks and open spaces
 - **Access key transportation nodes, such as transit, train and bus stations and airports.**
 - Bring the traveler to or near points of interest that a tourist will want to visit or which showcase the history, architecture, culture and natural features along the route.

The route should provide amenities and services that multi-day users will need. These amenities include (but are not limited to) overnight accommodations (hostels, camp sites, B&B's and hotels), restaurants, food stores, convenience stores, bike repair shops, emergency health services, telephones, picnic areas and benches, drinking water, public restrooms, and public libraries for Internet access.

¹ Calais, ME; Bangor, ME; Portland, ME; Portsmouth, NH; Boston, MA; Providence, RI; Hartford, CT; New Haven, CT; New York City, NY; Jersey City, NJ; Newark, NJ; Trenton, NJ; Philadelphia, PA; Wilmington, DE; Baltimore, MD; Annapolis, MD; Washington, DC; Richmond, VA; Raleigh, NC; Wilmington, NC; Charleston, SC; Savannah, GA; Jacksonville, FL; Miami, FL; Key West, FL

Who is the target user audience for the ECG?

East Coast Greenway users will include walkers, cyclists, wheelchair users, equestrians, skaters and skiers. However, initially, to get a route established, the focus will be on accommodating walkers and touring cyclists, and the other users only when it is feasible. Providing for a route that serves these other users, with their more challenging requirements, remains our ultimate goal but will come about incrementally.

The Greenway will serve users of all abilities—children, families, the elderly, and the disabled including wheelchair users. Avid cyclists who seek speed will not find the Greenway to be their preferred route. Rather, it will cater to those who seek a relatively unchallenging, leisurely, safe, and pleasant outdoor travel or recreational experience. (Due to its location in the coastal plain, and because much of it uses canal towpaths and rail corridors, it will be a relatively flat route.)

Time Frame for Implementation

The short-term goal is to make a Continuous Route from Calais, Maine to Key West available to the public. **The continuous route links completed Permanent Trail with Interim (on road) Route. It is the current priority to get this route defined, cue-sheeted, mapped² and signed, so that by the end of 2007 people can cycle or walk from Calais to Key West. However, traveling this route will involve some challenges, since large portions are on road, and at times these roads are busy with traffic. Most likely, use of this “interim” route will be mainly by experienced bicyclists and some hearty walkers. It is not being targeted to the ECGA’s core user population that includes people of all abilities. Only the completed trail segments are being marketed to those users.**

Our longer-term goal is to move much of the on-road route off-road. We aim to complete 80% of the off-road permanent route where 80% of the people live by 2010.

This is a long-term project. Full consideration will be given to routing possibilities that may take a decade or even several decades to achieve if they can help meet the goal of being off-road. *The highest priority is to maximize the percent of this route that is off-road.*

Permanent Route Criteria

- **Off road.** Traffic-free.
- **Firm surface.** Easily navigated by a touring bicycle or a wheelchair; may be paved or a fine stone dust surface or other natural surface that a touring bicycle can easily and comfortably navigate.
- **Publicly accessible,** Open and free for public use from dawn to dusk every day of the year. In a few areas we will need to incorporate fee-charging ferry service but

² ECGA is currently planning to develop detailed maps of the permanent and interim routes using Google Earth maps.

we seek crossings that minimize the cost and provide frequent service. And possibly, short sections of bicycle-accessible transit will be needed to achieve key water or other crossings.

- **Width requirements for the trail tread.** The aim generally is for a 12 foot wide pathway but that may not always be achieved initially. In the more rural areas, where use may be lower, a narrower tread may suffice. Over time, increasing use will lead the public to demand increased path width *as needed*.
- **Avoid steep grades and steps that prohibit wheelchair access and make bicycle access difficult.**
- **Avoid areas that are unpleasant or uninteresting** in favor of route that is pleasant, varied and scenic.

Interim On-road Route Criteria

- **Serves as a direct link between existing off-road ECG trail segments.**
(Proximity to proposed permanent off-road trail should be a consideration in order to make it easy to add completed trail to the continuous route)
- **Safe route for cyclists with average skill.**
 - Priority is given to streets with low and-or slow moving traffic and with marked bike lanes.
 - Streets with wide shoulders are a secondary priority along with streets with no shoulders but *very low* traffic.
 - Preference given to streets that are well maintained (good surface and no debris).
 - Preference given to streets that have well-marked, safe intersection treatments for pedestrians and other users.
 - Avoid hilly routes, especially those with steep grades
- **Parallel walking route available.** (sidewalks or footpaths open to public use)
- **The most pleasant and interesting route to walk or cycle, as well as the safest.**
Getting “there” quickly is less important than the quality and safety of the experience. Avoid roads that tend to be major traffic corridors, or those that carry heavy truck traffic. State highways may have generous shoulders but often also have heavy traffic and may be designated truck routes.
- **A route that accesses services and points of interest.** Aim to avoid any roads, which tend to be major traffic corridors, or those, which carry heavy truck traffic.