

PD-P01

TOD PLANS TERMS OF REFERENCE



Template for hiring a consultant to prepare TOD plans at the
required scale.

Type: Reference Document



Disclaimer: The Transit-Orientated Development Implementation Resources & Tools knowledge product is designed to provide a high-level framework for the implementation of TOD and offer direction to cities in addressing barriers at all stages. As the context in low and middle-income cities varies, the application of the knowledge product must be adapted to local needs and priorities, and customized on a case-by-case basis.
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BACKGROUND

The Terms of Reference for a TOD Plan should provide the following background material:

- **Study Area:** The TOR must define the approximate area for which the Plan is to be developed. The study area must coincide as far as possible with jurisdictional boundaries for which population and employment data is readily available. The Background should also summarize the details of transport services including the primary and feeder modes available.
- **Existing Development:** The Background section should provide a summarized description of existing development and ongoing activities, including any information on real estate opportunities and challenges.
- **Benchmarks and Guidelines:** The Background section should also provide information on resources that a consultant is expected to refer to while preparing the Plan, specifically including TOD Planning Guidelines or Design Standards.
- **Bibliography of Reference Plans, Policies and Studies**
- **List of Project Stakeholders**

OBJECTIVE OF THE ASSIGNMENT

The objective of the assignment is determined by the scale and context of the Study Area:

- a. City-level TOD Plan:
 - Prepare a basis for a spatial growth strategy and density optimization
 - Identify priority areas for investment for both transit and real estate development
- b. Corridor-level TOD Plan:
 - Prepare a land use and density strategy along the transit corridor to optimize transit availability and affordability
 - Identify multimodal integration strategies with supporting transit and feeder services.
 - Identify stations with high-level of challenges and/or opportunities.
- c. Station Area Plan:
 - Prepare a block plan for development prioritizing TOD principles
 - Prepare public realm plan for a high-quality walking and cycling experience outside the station
 - Identify catalyst projects for real estate development
- d. Greenfield/ Suburban TOD Plan
 - Prepare a master plan that leverages transit connectivity in walkable neighborhood units
- e. Urban Infill TOD Plan
 - Prepare a plan that identifies opportunities for infill development to optimize densities around transit
- f. Urban Redevelopment
 - Prepare land restructuring plan to leverage transit connectivity

SCOPE OF ACTIVITIES

CITY-LEVEL TOD PLAN

TASK 1 – DATA COMPILATION AND INVENTORY:

- **Review of Existing Documents & Studies:** Compile and review of the previously completed and current planning efforts underway in the Study Area with the intent to identify gaps and consistencies of the various policies, strategies and development projects when assessed against a backdrop of TOD Principles (Refer Guidance Document) under the following broad categories:
 - Planning & regulatory context
 - Regional context
 - Mobility & Access
 - Land Use, Public realm & Urban Design
- **Undertake site visits(s) & prepare an inventory of the planning & physical characteristics of the Study Area** –The existing conditions inventory will include the preparation of a detailed base map and a series of inventory maps and photographs.
- **Existing Conditions Inventory:** Map the existing data using AutoCAD and GIS mapping procedures. Inventory will include the following at a minimum:
 - Existing land uses
 - Proposed land uses
 - Zoning
 - Major nodes & activity centers
 - Major roads & infrastructure (Parking)
 - Existing natural features
 - Proposed key developments
- **Develop Case Studies and Best Practices in Transit-oriented Development:** Select best practices that demonstrate successful TOD projects nationally and internationally in similar context. The case studies will highlight successes, failures and lessons learned.
- **Undertake focus group meetings & key interviews** with stakeholders to help generate buy-in, identify major issues confronting the project and the social, economic, and political goals for the project.
- **Review of existing real estate needs at the city-level** to summarise the findings of a city-level real estate analysis [see AS-P01] in terms of demand of different types across the urban space.

TASK 2 – STUDY AREA ANALYSIS

- **Analysis, Baseline Conditions Assessment and SWOT analysis:** Undertake an analysis of baseline conditions and prepare Weaknesses & Threats maps - utilize the existing conditions inventory to evaluate the physical characteristics of the study area.
- **Identify priority transit corridors-** Prioritize the “right” corridor to determine momentum for TOD based on the following parameters:
 - **Map existing land uses, proposed land uses and key developments** to understand the distribution of residential, employment and institutional uses in the city.
 - **Identify activity generators:** Map housing, employment and recreational centers to determine the desired lines and identify routes of high commuter traffic.
- **Delineate influence zone of transit** to determine the area around transit routes or stations, where transit-supportive development needs to be prioritized based on:
 - Population Density
 - Employment Density
 - Accessibility
 - Environmental Context
- **Identify development context:** TOD Planning must take into consideration different aspects of the city and the context before beginning the planning of TOD. It helps in integrating sustainable development principles at the outset by respecting and nurturing existing environmental and settlements. The development context can be identified as:
 - Greenfield
 - Urban Infill
 - Redevelopment
- **Conduct an analysis of opportunities around all stations** to develop a preliminary typology of stations based on their node place, and market potential view (for example - see Salat and Ollivier Transforming the urban space through TOD: the 3V approach) with the existing transit network and the proposed future network.
- **Identify preliminary goals and targets** with respect to the institutional support, plans, policies and development market.

TASK 3 – VISIONING AND STAKEHOLDER ENGAGEMENT, TOD “CHARRETTE”

An organized design workshop; where more focus will be to create a vision for TOD plan. Invite and engage key stakeholders including elected officials and staff from various agencies to the visioning workshop. Focused charrette shall achieve the following objectives:

- Articulate quantitatively and qualitatively how TOD could support the city social, economic and environmental objectives;
- Discuss the integration of land use, transportation, and infrastructure and solicit implementation strategies from charrette participants;
- Share and revalidate the identified transit-first goals and targets;
- Prioritize goals into short-term, mid-term, and long-term opportunities; and
- Identify the market, generate project interest and solicit feedback.

TASK 4 – RESILIENCE STRATEGY – ANALYSIS OF RISKS & ADAPTABLE PLANNING

Unlike disaster preparedness, urban resilience should focus on strengthening the City-Level TOD Plan to adapt to and disruption that may occur. Traditional TOD/land use planning is built on assumptions about a future state considering population growth, modal split, market understanding and demand for specific development/land use types amongst others. However, the introduction of disasters such as resulting from climate change e.g. flooding or extreme weather events could significantly impact the TOD planning. An innovative City-level TOD Plan needs to better account for such uncertainty, and plan for adaptable methods that can respond to changes to the city's physical, economic or social conditions.

- **Assess risks specific to the City** (including climate-related risks) that may impact the realization of the land use, transportation and infrastructure implementation to its fullest potential
- **Develop objectives and goals** related to resilience through a participatory process
- **Provide risk-informed planning recommendations** for the following to ensure adaptable planning and informed decision making for the TOD recommendations
 - **Land Planning for Emergencies** - Develop a strategy for during and post-disaster recovery to ensure critical emergency response
 - **Land Planning for Adaptability** – Develop a strategy for the zoning /land uses to adapt to the City's physical, economic or social conditions.

TASK 5 – DRAFT TRANSIT-ORIENTED DEVELOPMENT RECOMMENDATIONS

- **Prepare a draft conceptual TOD Plan:** Recommend modifications to the Development Plan and/or land development regulations, policy changes, DCR amendments in order to achieve the desired intent of TOD within the city. Draft TOD Recommendations Plan should be inclusive of the followings:
 - Parking Management Tools
 - Infrastructure Upgrades
 - First & Last Mile Connectivity
 - Differential Densities
 - Desired Land Use Mix
 - Financial Strategy
 - Public Transport Goals
 - Affordable Housing
 - City-level amenities (such as parks, major health and education centers)

TASK 6 – IDENTIFY A FINANCING STRATEGY

- Develop an understanding of the city's financing system impacting implementation of TOD related land development and infrastructure projects.
- Introduce innovative funding tools to integrate TOD within the city's urban management and financing systems
- Develop a Capital Investment Strategy for TOD station areas and projects.

TASK 7 – IDENTIFY A PHASING AND IMPLEMENTATION STRATEGY INCLUDING CATALYST PROJECTS

- **Prepare a phasing for the TOD Plan** which includes preliminary recommendations to enable the City/development and planning agency to systematically implement the recommendations of the TOD Plan.
- **Technical Capacity Building Recommendations:** Assessment of existing capacity of the Planning teams and to identify gaps and to recommend measures of augmentation of Technical Capacity.

CORRIDOR-LEVEL TOD PLAN

TASK 1 – DATA COMPILATION AND INVENTORY:

- **Review of Existing Documents & Studies:** Review and analysis of the previously completed and current planning efforts underway in the Study Area with the intent to identify gaps and consistencies of the various policies, strategies and development projects when assessed against a backdrop of promoting TOD Principles under the following broad categories:
 - Planning & regulatory context
 - Regional context
 - Mobility & Access
 - Land Use, Public realm & Urban Design
 - Transit & Station Area
- **Undertake site visits(s) & prepare an inventory of the planning & physical characteristics of the Study Area** –The existing conditions inventory will include the preparation of a detailed base map and a series of inventory maps and photographs.
- **Existing Conditions Inventory:** Map the existing data using AutoCAD and GIS mapping procedures. Inventory will include the following at a minimum:
 - Existing land use
 - Proposed land uses
 - Land Ownership
 - Parking
 - Zoning
 - Major nodes & activity centers
 - Major roads & infrastructure
 - Existing Natural features
 - Parks and Open Spaces
 - Proposed key developments
 - Circulation and Accessibility, with special emphasis on Multimodal Integration and NMT infrastructure
- **Develop Case Studies and Best Practices in Transit Oriented Development:** Select best practices that demonstrate successful TOD projects nationally and internationally in similar context. The case studies will highlight successes, failures and lessons learned.
- **Undertake focus group meetings & key interviews** with stakeholders to help generate buy-in, identify major issues confronting the project and the social, economic, and political goals for the project.
- **Review of existing real estate needs at the city-level** to summarise the findings of a city-level real estate analysis [see AS-P01] in terms of demand of different types across the urban space.

TASK 2 – STUDY AREA ANALYSIS

- **Study the transit and the station characteristics (planned/existing):** There are key differences in TOD strategies for different transit mode. Undertake an analysis of baseline conditions and prepare SWOT maps- utilize the existing conditions inventory to evaluate the physical characteristics of the study area
- **Delineate influence zone:** Identify the catchment area around station by transit type where TOD interventions can be applied.
 - Boundary may be defined by a 5–10 minute walking distance
 - Larger catchment area can be defined as the areas that are accessible by feeder transit
- **Identify preliminary goals and targets** with respect to the institutional support, plans, policies and development market

TASK 3 – VISIONING AND STAKEHOLDER ENGAGEMENT, TOD “CHARRETTE”

An organized design workshop; where more focus will be to create a vision for TOD plan. Invite and engage key stakeholders including elected officials and staff from various agencies to the visioning workshop. Focused charrette shall achieve the following objectives:

- Articulate quantitatively and qualitatively how TOD could support the city social, economic and environmental objectives;
- Discuss the integration of land use, transportation, and infrastructure and solicit implementation strategies from charrette participants;
- Share and revalidate the identified transit-first goals and targets;
- Prioritize goals into short-term, mid-term, and long-term opportunities; and
- Identify the market, generate project interest and solicit feedback.

TASK 4 –DEFINE STATION AREA TYPOLOGIES AND PRIORITIZATION OF TOD AREAS:

- **Identify Station Area Typologies in relation to the urban context and character-** Station areas along a transit corridor are set in different urban contexts, play different roles in the transportation network, and present unique challenges and opportunities.
- **Conduct an analysis of opportunities around all stations** to develop a preliminary typology of stations based on their node place, and market potential view (for example - see Salat and Ollivier Transforming the urban space through TOD: the 3V approach) with the existing transit network and the proposed future network. The typologies will include the following at a minimum:
 - Urban Context
 - Station Area Character
 - Predominant land use & intensification potential
 - Land use mix and density & FAR's
 - Key site characteristics
 - Planning & development challenges
 - Ideal Land use mix
 - Transportation Parameters and location within the network
 - Multimodal Integration
- **Create a vision for each of the identified station types in terms of ultimate character and development form:** Based on this vision, land use mix, urban design and parking policies and a set of development standards should be developed in order to provide the basis of a regulatory framework that would allow this vision to be achieved.
- **Develop a selection criteria matrix to identify the prioritized TOD areas:** Based on the following (but not limited to) quantitative and qualitative parameters
 - Identify development/ redevelopment potential based on:
 - » Land availability and ownership- presence of underutilized lots, vacant lots, lots of large block sizes, and properties in dilapidated conditions
 - » Allowable land uses
 - » Future/ proposed development patterns
 - » Real Estate Market Potential
 - Higher transit ridership (expected/proposed)
 - Presence of intermodal service
 - Typology and applicability of the number of stations of the same typology
 - Higher land use mixes

- o Station area character
- o Market Potential - for residential, office, and retail mixed-use development based on interviews with knowledgeable real estate development groups and review of other studies and planning documents

TASK 5 – RESILIENCE STRATEGY – ANALYSIS OF RISKS & ADAPTABLE PLANNING

Resilience should focus on strengthening the Corridor-Level TOD Plan to adapt and respond to changes in the physical, economic or social conditions. Traditional TOD/land use planning at the station level is built on assumptions about a future state considering population growth, modal split, market understanding and demand for specific development/land use types amongst others. Introduction of disasters such as resulting from climate change e.g. flooding or extreme weather events could significantly impact the TOD planning. An innovative corridor-level TOD Plan needs to better account for such uncertainty, as well as be adaptable to changing market conditions.

- **Assess risks specific to the Corridor** (including climate-related risks) that may impact the realization of the land use, transportation and infrastructure implementation to its fullest potential
- **Develop objectives and goals** related to resilience through a participatory process
- **Provide risk-informed planning recommendations** for the following to ensure adaptable planning and informed decision making for the TOD recommendations
 - o **Land Planning for Emergencies** - Develop a strategy for during and post-disaster recovery to ensure critical emergency response.
 - o **Land Planning for Adaptability** – Develop a strategy for the zoning /land uses to adapt to the changes in the physical, economic or social conditions.

TASK 6 – DRAFT TRANSIT ORIENTED DEVELOPMENT RECOMMENDATIONS

- **Create a conceptual Corridor Plan**
 - o **Establish and/or reconnect street grid** – develop a comprehensive street grid of small blocks, accommodating pedestrian, vehicular and cycling connections
 - o **Summarize the potential overall development** (existing development, redevelopment or new development) along the corridor and at each station.
 - o **Provide intermodal connections** - near transit stations, for IPT with the intention of establishing a well-connected, efficient, transportation system, providing robust connections throughout the community for all modes.
 - o **Develop appropriate parking strategies** with reduced parking as the goal- Encourage use of on-street parking to meet parking requirements. Conceal parking structures within development or screen from view on low-value land
 - o **Upgrade the Infrastructure carrying capacity** to support the increased demand
- **Integration of TOD Plan with Zonal Development Plan/ Local Area Plan**
- **Identify Priority Station Areas as TOD demonstration project.**

TASK 7 – IDENTIFY A FINANCING STRATEGY

- Develop an understanding of the city's financing system impacting implementation of TOD related land development and infrastructure projects.
- Introduce innovative funding tools to integrate TOD within the city's urban management and financing systems
- Develop a Capital Investment Strategy for TOD station areas and projects.

TASK 8 – IDENTIFY A PHASING AND IMPLEMENTATION STRATEGY INCLUDING CATALYST PROJECTS

- **Prepare a phasing for the TOD Plan** which includes preliminary recommendations to enable the City/development and planning agency to systematically implement the recommendations of the TOD Plan.
- **Technical Capacity Building Recommendations:** Assessment of existing capacity of the Planning teams and to identify gaps and to recommend measures of augmentation of Technical Capacity.

STATION-LEVEL TOD PLAN

TASK 1 – DATA COMPILATION AND INVENTORY:

- **Review of Existing Documents & Studies:** Review and analysis of the previously completed and current planning efforts underway in the Study Area with the intent to identify gaps and consistencies of the various policies, strategies and development projects when assessed against a backdrop of promoting TOD Principles under the following broad categories:
 - Planning & regulatory context
 - Regional context and relevance within the network
 - Mobility & Access
 - Land Use, Public realm & Urban Design
 - Transit & Station Area
- **Undertake site visits(s) & prepare an inventory of the planning & physical characteristics of the Study Area** –The existing conditions inventory will include the preparation of a detailed base map and a series of inventory maps and photographs.
- **Existing Conditions Inventory:** Map the existing data using AutoCAD and GIS mapping procedures. Inventory will include the following at a minimum:
 - Existing land use
 - Proposed land uses
 - Land ownership
 - Parking
 - Zoning
 - Circulation and Accessibility, with special emphasis on Multimodal Integration and NMT infrastructure
 - Public facilities
 - Major nodes & activity centers
 - Public realm & urban design elements
 - » Parks, Open Space and Plazas
 - » Sidewalk conditions
 - » Natural Features
 - » Lighting and signage conditions
 - » Utilities
 - Proposed key developments
- **Develop Case Studies and Best Practices in Transit Oriented Development:** Select best practices that demonstrate successful TOD projects nationally and internationally for similar station types. The case studies will highlight successes, failures and lessons learned.
- **Undertake focus group meetings & key interviews** with stakeholders to help generate buy-in, identify major issues confronting the project and the social, economic, and political goals for the project.

TASK 2 – STUDY AREA ANALYSIS

- **Delineate Boundaries for TOD Study Area and Influence Area:** Refine TOD study boundary taking into account the existing and proposed site conditions in the following order:
 - Walking Distance from Transit Station based on Willingness to Walk
 - Existing Road Network
 - Ped-Shed Analysis
 - Critical Destinations beyond 10mins
 - Natural Environment Boundaries
 - Existing Built Environment
 - Existing Land Ownership
- **Analysis, Baseline Conditions Assessment and SWOT analysis:**
 - Identify the development character of the station area based on:
 - » Station Typology
 - » Market Realities
 - » Community Needs
 - Undertake an analysis of baseline conditions and prepare SWOT maps based on TOD planning Principles broadly classified into:
 - » Accessibility
 - » Urban Form and Development
 - » Transit & Station amenities
- **Identify preliminary goals and targets** with respect to the institutional support, plans, policies and development market

TASK 3 – VISIONING AND STAKEHOLDER ENGAGEMENT, TOD “CHARRETTE”

An organized design workshop; where more focus will be to create a vision for TOD plan. Invite and engage key stakeholders including elected officials and staff from various agencies to the visioning workshop. Focused charrette shall achieve the following objectives:

- Discuss the integration of land use, transportation, and infrastructure and solicit implementation strategies from charrette participants;
- Share and revalidate the identified transit-first goals and targets;
- Prioritize goals into short-term, mid-term, and long-term opportunities; and
- Identify the market, generate project interest and solicit feedback.

TASK 4 – RESILIENCE STRATEGY – ANALYSIS OF RISKS & ADAPTABLE PLANNING

Resilience should focus on strengthening the Station-Level TOD Plan to adapt and respond to changes in the physical, economic or social conditions. Traditional TOD/land use planning at the station level is built on assumptions about a future state considering population growth, modal split, market understanding and demand for specific development/land use types amongst others. Introduction of disasters such as resulting from climate change e.g. flooding or extreme weather events could significantly impact the TOD planning. An innovative station-level TOD Plan needs to better account for such uncertainty, as well as be adaptable to changing market conditions.

- **Assess risks specific to the station area** (including climate-related risks) that may impact the realization of the land use, transportation and infrastructure implementation to its fullest potential
- **Develop objectives and goals** related to resilience through a participatory process
- **Provide risk-informed planning recommendations** for the following to ensure adaptable planning and informed decision making for the TOD recommendations
 - **Land Planning for Emergencies** - Develop a strategy for during and post-disaster recovery to ensure critical emergency response.
 - **Land Planning for Adaptability** – Develop a strategy for the zoning /land uses to adapt to the changes in the physical, economic or social conditions

TASK 5 – DRAFT TRANSIT ORIENTED DEVELOPMENT RECOMMENDATIONS

- **Prepare a Conceptual Plan** incorporating the TOD Planning Principles (TOD Guidance Document - 1.3) under the themes: Integrated Transportation | NMT Accessibility | Compact Development | Liveability.
- **Prioritize**—‘quick-win’ public realm investments as catalyst projects and low-cost demonstration projects to showcase future transformations envisioned in TODs.
- **Prepare transit supportive development code at the station level** which will include the following at a minimum
 - **Develop appropriate parking strategies** with reduced parking as the goal
 - **Urban form**- compact development, articulated densities, mix of uses, integrate informal sector, active building frontage, and housing typology

TASK 6 – IDENTIFY A FINANCING STRATEGY

- Develop an understanding of the city's financing system impacting implementation of TOD related land development and infrastructure projects.
- Introduce innovative funding tools to integrate TOD within the city's urban management and financing systems
- Develop a Capital Investment Strategy for TOD station areas and projects.

TASK 7– IDENTIFY A PHASING AND IMPLEMENTATION STRATEGY INCLUDING CATALYST PROJECTS

- **Prepare a phasing for the TOD Plan** which includes preliminary recommendations to enable the City/development and planning agency to systematically implement the recommendations of the TOD Plan.
- **Technical Capacity Building Recommendations:** Assessment of existing capacity of the Planning teams and to identify gaps and to recommend measures of augmentation of Technical Capacity.

SITE-LEVEL TOD PLAN

TASK 1 – DATA COMPILATION AND INVENTORY:

- **Review of Existing Documents & Studies:** Review and analysis of the previously completed and current planning efforts underway in the Study Area with the intent to identify gaps and consistencies of the various policies, strategies and development projects when assessed against a backdrop of promoting TOD Principles under the following broad categories:
 - Planning & regulatory context
 - Regional context
 - Mobility & Access
 - Land Use, Public realm & Urban Design
 - Transit & Station Area
- **Undertake site visits(s) & prepare an inventory of the planning & physical characteristics of the Study Area** –The existing conditions inventory will include the preparation of a detailed base map and a series of inventory maps and photographs.
- **Existing Conditions Inventory:** Map the existing data using AutoCAD and GIS mapping procedures. Inventory will include the following at a minimum:
 - Existing land use
 - Proposed land uses
 - Land ownership
 - Parking
 - Zoning
 - Circulation and Accessibility, with special emphasis on Multimodal Integration and NMT infrastructure
 - Public facilities
 - Major nodes & activity centers
 - Public realm & urban design elements
 - » Parks, Open Space and Plazas
 - » Sidewalk conditions
 - » Natural Features
 - » Lighting and signage conditions
 - » Utilities
 - Proposed key developments

TASK 2 – STUDY AREA ANALYSIS

- **Identify development context:** TOD Planning must take into consideration different aspects of the city and the context before beginning the planning of TOD. It helps in integrating sustainable development principles at the outset by respecting and nurturing existing environmental and settlements. The development context can be identified as:
 - Greenfield
 - Urban Infill
 - Redevelopment

- **Analysis, Baseline Conditions Assessment and SWOT analysis:** Undertake an analysis of baseline conditions and prepare Weaknesses & Threats maps - utilize the existing conditions inventory to evaluate the physical characteristics of the study area.
- **Identify preliminary goals and targets** with respect to the institutional support, plans, policies and development market
- **Create a development program**
 - Site Layout Plan- proposed land use mix
 - Detailed Development Programme
 - Infrastructure Upgrades Plan
- **Prepare the Real Estate Market Feasibility Study based on**
 - Demand assessment of the site
 - Feasibility assessment/study of the proposal

TASK 3 – VISIONING AND STAKEHOLDER ENGAGEMENT, TOD “CHARRETTE”

An organized design workshop; where more focus will be to create a vision for TOD plan. Invite and engage key stakeholders including elected officials and staff from various agencies to the visioning workshop. Focused charrette shall achieve the following objectives:

- Discuss the integration of land use, transportation, and infrastructure and solicit implementation strategies from charrette participants;
- Share and revalidate the identified transit-first goals and targets;
- Prioritize goals into short-term, mid-term, and long-term opportunities; and
- Identify the market, generate project interest and solicit feedback.

TASK 4 – RESILIENCE STRATEGY – ANALYSIS OF RISKS & ADAPTABLE PLANNING

Resilience should focus on strengthening the Site-Level TOD Plan to adapt and respond to changes in the market conditions. Traditional TOD/land use planning at the site level is built on assumptions about a future state considering market understanding and demand for specific development/land use types amongst others. Introduction of disasters such as resulting from climate change e.g. flooding or extreme weather events could significantly impact the site plan. An innovative site-level TOD Plan needs to better account for such uncertainty, as well as be adaptable to changing market conditions.

- **Assess site-specific risks** (including climate-related risks) that may impact the realization of development potential
- **Develop objectives and goals** related to resilience
- **Provide risk-informed planning recommendations** for the following to ensure adaptable planning and informed decision making for the TOD recommendations
 - **Land Planning for Emergencies** - Develop a strategy for during and post-disaster recovery to ensure critical emergency response.
 - **Land Planning for Adaptability** – Develop a strategy for the zoning/land uses to adapt to market realities

TASK 5 – DRAFT TRANSIT ORIENTED DEVELOPMENT RECOMMENDATIONS

- **Prepare a Conceptual Master Plan** include the following at a minimum
 - **Built Form**
 - » Site Layout Plan- proposed land use mix
 - » Detailed Development Programme
 - » Infrastructure Upgrades Plan
 - **Placemaking**
 - » Public Realm Strategy
 - » Access Management
 - » Transit Plaza Design
 - » Streetscape Improvement
 - **Mobility and Circulation Strategy**
 - » Pedestrian Accessibility Plan
 - » Traffic Circulation Plan
 - » Road Network Design
 - » Parking Management
- **Prioritize**—‘quick-win’ public realm investments as catalyst projects and low-cost demonstration projects to showcase future transformations envisioned in TODs.

TASK 5 – IDENTIFY A FINANCING STRATEGY

- Develop an understanding of the city’s financing system impacting implementation of TOD related land development and infrastructure projects.
- Introduce innovative funding tools to integrate TOD within the city’s urban management and financing systems
- Develop a Capital Investment Strategy for TOD station areas and projects.

TASK 6 – IDENTIFY A PHASING AND IMPLEMENTATION STRATEGY INCLUDING CATALYST PROJECTS

- **Prepare a phasing for the TOD Plan** which includes preliminary recommendations to enable the City/development and planning agency to systematically implement the recommendations of the TOD Plan.
- **Technical Capacity Building Recommendations:** Assessment of existing capacity of the Planning teams and to identify gaps and to recommend measures of augmentation of Technical Capacity.

DELIVERABLES

TASK	DELIVERABLE	TIMELINE
1	Inception Report including problem statement, goals, objectives, study needs and methods	M + 2 weeks
2	Memo #1: Study Area Analysis	M + 2 months
3	Memo #2: Stakeholder Engagement Summary	M + 3 months
4	Memo #3: Resilience Strategy	M + 4 months
5	Memo #4: Draft TOD Plan Recommendations	M + 6 months
6	Memo #5: Financing and Implementation Strategy	M + 7 months
7	Final TOD Plan	M + 8 months

QUALIFICATION OF CONSULTANTS

The Consultant Team must have experience in at least:

A. One similar TOD Study

OR

B. At least two Infrastructure Development Plans that followed compact development principles

The Consultant Team must include the following key expertise:

	Key Experts	Year of Experience
1	Project Manager and Senior Urban Planner	15 years
2	Urban Planner	5-10 years
2	Urban Designer	5-10 years
3	Transport Planner	5-10 years
4	Environmental Planner	5-10 years
5	Regulatory Expert	5-10 years
6	Municipal Finance Specialist	5-10 years



Curitiba, Brazil