



MAKING DOWNTOWN A PLACE
WHERE PEOPLE LOVE TO
LIVE, WORK AND PLAY.



The McConnell Foundation
Helping build better communities
through philanthropy



June 6, 2017

SHASTA REGIONAL TRANSPORTATION AGENCY

Attn: Dan Wayne, Senior Planner
1255 East Street, Suite 202
Redding, CA 96001
Submitted electronically to: srta@srta.ca.gov

RE: LETTER OF TRANSMITTAL, INFILL AND REDEVELOPMENT INCENTIVE PROGRAM CYCLE II, PROPOSAL

K2 Land and Investment, LLC and The McConnell Foundation are pleased to submit a joint proposal for the Cycle II of the Infill and Redevelopment Incentive Program in response to the request for proposals issued April 27th, 2017.

Enclosed you will find our proposal and all supporting documents as requested per the RFP guidelines. Our proposal for services shall remain valid for 60 days and all activities and deliverables within the attached proposed scope of work shall be rendered at the provided not to exceed budget.

We are excited to have the opportunity to partner with the Shasta Regional Transportation Agency in this effort. Should you have any questions please do not hesitate to contact any of the team members listed in our proposal.

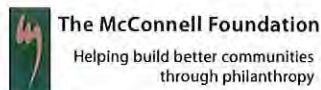
Sincerely,



Daniel Knott
Managing Partner, K2 Land and Investment, LLC



John Mancasola
CEO, The McConnell Foundation



»» TABLE OF CONTENTS

Pg 3	Proposal Highlights
Pg 4	Developer Background
Pg 5	Statement of Program Understanding
Pg 6	Project Team
Pg 7	Relevant Projects The McConnell Foundation
Pg 8	Relevant Projects K2
Pg 9	Proposed Project Site
Pg 10	Project Goals
Pg 11	Guiding Principles
Pg 12	Project Vision, Including Programs Under Consideration
Pg 15	Project Design Element Considerations
Pg 19	Project Task
Pg 20	Project Components and Budget
Pg 21	Scope Objectives
Pg 28	Appendix 1: Potential Sub-Consultants
Pg 33	Appendix 2: Project Budget by Task and Source
Pg 34	Appendix 3: Letters of Support
Pg 46	Appendix 4: City of Redding Letter of Support

» PROPOSAL HIGHLIGHTS

In reading the enclosed proposal, consider four differentiators that set this proposal apart:

1) The unique combination of a traditional development company partnering with a foundation. This makes potential project elements possible for this site which would never occur otherwise. The incentives in for-profit only development are aligned in such a way that they maximize funding within the boundaries of the available grant programs. By contrast, the collaboration between The McConnell Foundation and K2 is incentivized to truly optimize the vitality of downtown. (For more, reference Developer's Background and Relevant Projects for depth of experience.)



2) The depth of understanding this team brings to the site within the Strategic Growth Area of downtown Redding. This includes insight into the needs of the community from a multi-stakeholder standpoint, and the likelihood that local partners would more energetically and enthusiastically activate the elements of the project that are intended for community use. It also includes detailed appreciation for the Downtown Redding Transportation Plan and Specific Plan updates, which have been underway during the period of this proposal. There is no substitute for being present at the community workshops, close review of the surveys, and syncing up with the broader goals of these important community-wide planning efforts. (For more, reference Guiding Principals, Letters of Support and Project Objectives.)

3) A broad portfolio of programmatic investments The McConnell Foundation is making which will produce greater impact for the proposed project, in alignment with the goals of SRTA as well as the AHSC priorities. The programmatic portfolio aligns with the co-outcomes identified by SRTA in

the RFP, particularly: urban revitalization, economic development, ag land preservation, and environmental sustainability through multi-modal transit. In connection with this proposed development, The McConnell Foundation has the capacity to connect with and expand existing programs and related educational efforts. (For more, see the Programs under Consideration Section).

4) History of successful collaboration with local jurisdictional agencies and public partners. The developers have a proven track record of meeting threshold requirements in the local context such as full use permit approvals, and complex site acquisitions. This differentiator protects SRTA's investment, thus ensuring the successful completion of an AHSC application in the current round of funding. Clearly, it is important to avoid the risk of failure of not meeting the program's steep threshold requirements. Success in this round aligns with SRTA's aggressive goals for reducing vehicle miles traveled and associated greenhouse gas emissions in the Shasta Region, while also enhancing mobility for people and goods. (For more, see the Proposed Project Components and Scope of Work).

» DEVELOPER BACKGROUND

The McConnell Foundation and K2 Land and Investment have partnered to re-envision downtown Redding. We share a common goal of making downtown a place where people love to live, work and play. We believe our community deserves a more vibrant downtown and that the combined strengths of our organizations can deliver on our vision.

THE MCCONNELL FOUNDATION

The McConnell Foundation was formed by Carl and Leah McConnell in order to share the benefit of their lifelong accomplishments. Though the Foundation began actively giving significant amounts of money in 1988, it had its genesis in 1964 when it was known as the Carl R. and Leah F. McConnell Foundation. The McConnells regularly gifted small amounts of their personal money to such groups as the Guide Dogs for the Blind and the YMCA before the Foundation's giving was underway.

« WE BELIEVE our community deserves a better downtown and that the combined strengths of our organizations can deliver on our vision.

In 1985, the year of Carl's death, the Foundation received an endowment of \$1 million. For the next few years, Mrs. McConnell contributed several million dollars to the Foundation. The scope of giving was significantly increased in 1989 when Mrs. McConnell elected to contribute to the Foundation her interest in a trust. The trust was valued at approximately \$42 million and had been created from Carl's estate and the sale of Farmers Insurance Company stock. The Foundation was the primary beneficiary of Mrs. McConnell's estate and upon her death the asset base increased to about \$250 million. Today, the Foundation's asset base is about \$450 million.

» Through the uncommon generosity of Carl and Leah McConnell, The McConnell Foundation is a philanthropic organization positioned to help build better communities today and for future generations.

K2 LAND AND INVESTMENT, LLC

K2 Land & Investment Co., LLC (K2) is a family-owned and operated company localized to the North State. Investments range from single-family homes and small to midsize multi-family complexes, and mid-size commercial, office and warehouse spaces. K2 Land specializes in acquisition rehabilitation and partnering in affordable housing and new construction development.

K2's longstanding partnerships with the City of Redding and Shasta County have enabled it to connect local municipalities and nonprofit organizations in an effort to promote various redevelopment projects in the single family, commercial, and multi-family sectors. In 2016, K2 in partnership with the City of Redding, was awarded \$20MM in grant funds for a mixed-use multifamily redevelopment project in downtown Redding. The project award amount was the single highest in the entire state.



» STATEMENT OF PROGRAM UNDERSTANDING

Infill and transit oriented development has become a widespread trend nationally and is being encouraged both by state and federal agencies. Many benefits are recognized through infill development, including the reduction of vehicle miles traveled, restoring communities in urban areas, providing additional housing opportunities, enhancing economic vitality at city centers and achieving long-term sustainable transportation planning goals.

The Affordable Housing Sustainable Communities Program was established to incentivize projects that are in line with the long-term goals of the state to invest in projects that reduce greenhouse gas emissions by implementing land use, housing, transportation and agricultural land use practices. Our team plans to submit under the Transit Oriented Development Project description of the AHSC Guidelines.

Our team understands the importance of staying hyper focused on producing a project that scores well in each and every objective category of the AHSC application. It is anticipated that there will be significant weight applied to the scoring of a narrative section of the AHSC application. It will be paramount to the success of our application to focus on community outreach, program coordination and development. We will consider out of the box strategies to ensure success. We aim to fully achieve the goals of the program and to demonstrate the highest degree of local collaborative efforts in the process.



» PROJECT TEAM

THE MCCONNELL FOUNDATION

John Mancasola, *Chief Executive Officer, The McConnell Foundation*

John is responsible for the overall Foundation operations and strategic priorities. He has extensive expertise in Foundation investments, real estate, legal compliance, and he has broad experience developing complex projects for community benefit. John will be intimately involved in all financial and implementation requirements of the SRTA technical assistance grant.

Lee Salter, *Director of Special Projects, The McConnell Foundation*

Lee is responsible for focusing on downtown revitalization, including real estate analysis. As former CEO of the Foundation, Lee has 30 years of experience in Foundation projects. John and Lee have successfully built/developed more than 10 projects benefitting the greater Redding area. Lee will work closely with K2, planning grant consultants and the community in implementation of this grant.

Shannon Phillips, *Vice President of Operations, The McConnell Foundation*

Shannon is responsible for the Foundation's Program Services (grantmaking) department and Foundation communications. She will coordinate and communicate with all of the parties involved in the project to achieve the goals of the planning grant.

Rachel Hatch, *Program Officer for Community Vitality, The McConnell Foundation*

Rachel's position is newly created to focus on downtown revitalization in Redding. Rachel has more than a decade of experience working with corporate, government and nonprofit clients in future forecasting. She is responsible for working with the community to develop programming ideas for downtown, such as a community marketplace, a co-op community kitchen, green/public spaces, and "pop-up" amenities/events that will energize and draw people downtown. She has spent the past 6 years activating the local

community through events on the downtown Redding promenade, at the Cascade Theatre, through TEDxRedding and more. Via her programming downtown, she will engage key stakeholders who live, work, and play in the area of the site.

K2 LAND AND INVESTMENT, LLC

Allen Knott, *Managing Partner, K2 Land and Investment, LLC*

Allen is in charge of project development and finance strategies at K2. He attended Cal Poly San Luis Obispo where he achieved his Bachelor of Science in Business Administration. Allen began his career at Principal Financial Group consulting on corporate, nonprofit and group retirement plans. Over the course of the past 12 years at Principal, he has successfully managed over \$1.2 billion in corporate retirement funds. In 2003, Allen pursued his interest in real estate and started K2 which operates solely in Shasta County. Since then, he has grown the company's successful real estate holding and established a reputation of leadership in Redding's development community.

Daniel Knott, *Managing Partner, K2 Land and Investment, LLC*

Daniel takes the lead of project financial analysis, project management and community outreach at K2. He attended Cal Poly San Luis Obispo obtaining a degree in Business Administration. After college, he started working with his father Randy and brother Allen at K2. Since joining the K2 team in 2006 the company has successfully completed over \$20MM+ of real estate development projects in the single family, multi-family and mixed use sectors. Outside of his achievements with K2, he started a successful property management company with over \$60MM of real estate investment assets under management. He has worked in consulting and development in the renewable energy and real estate development sectors throughout the greater Redding area.



» RELEVANT PROJECTS THE MCCONNELL FOUNDATION

RECENT RELEVANT PROJECTS

Sundial Bridge

Description: Pedestrian foot bridge and trail system enhancements

Project Size: \$26 MM Project Budget

Relevancy: The project signifies the partner's ability to develop complex construction projects in combination with multiple agencies. The project demonstrates the project partner's commitment to the trail system and establishing a sense of place in the community.



Nonprofit Administrative Building and Sustainability Gardens

Description: Development of administrative offices, community space and urban greening

Project Size: 15,000 SF Administrative Building, \$10+ MM Project Budget

Relevancy: This project showcases urban greening and sustainability to its fullest. The 18-inch thick earthen walls are designed to maintain a constant internal temperature despite Redding's blistering summers and cold winters. The building's steel girders and roof are comprised of as much as 60 percent recycled material. The gardens surrounding the office building include native oaks, poplars, and grasses that require little water. The grounds contain a water feature that directs runoff into channels flowing to a wetlands marsh, which functions as a demonstration system for water conservation and biofilters.

Redding School of the Arts

Description: K-8 public charter school

Project Size: 77,000 SF Development, \$32MM Project Budget

Relevancy: In 2012, RSA became the first school campus in the world to be certified Platinum under the stringent LEED for Schools 2009 standards. By combining basic design principles (siting the building well, keeping existing trees, and maximizing natural light) with advanced technology (lightning controls, geothermal HVAC and energy management systems) the facility uses less than 20 percent of the energy of typical schools of its size. This project is a key example of the project partner's ability to develop a project in conjunction with programs that support the community. In this case, the partner was a small school supported by the community, for whom this building helped it grow a permanent place for long-term educational benefit to the Redding area.

» RELEVANT PROJECTS K2

RECENT RELEVANT PROJECTS

1551 Market Street – Under Development

Description: Mixed use new construction residential/office building.

Project Characteristics: 79 Residential Units, 22,000 SF Retail Space

Project Size: 122,000 SF, Onsite Budget 28MM+

Relevancy: This is an adjacent project site to proposed site. The project is being completed as a public private partnership with the City of Redding and was partially funded through the last round of AHSC grant program.



Parkview Square – Completed 2013

Description: Mixed use new construction residential/office building

Project Characteristics: 12 Residential Units (11 Affordable, 1 Market), 3,600 SF Commercial / Office

Project Size: Project SF +/- 14,000

Relevancy: This project was completed in partnership with the City of Redding Housing Department. It is a prime example of mixed use multi-family infill development with affordable housing. Since completion, the property has housed the headquarters of K2 Development Companies and housing occupancy has been near 100%. The project was completed on time and on budget.

Ridgestone Villas – Completed 2009

Description: Market rate multi-family housing.

Project Characteristics: 28 Residential Class A Market Rate Housing Units

Project Size: Project SF +/- 53,200 SF, 2.97 Acres

Relevancy: Although this project was completed in 2009 at the bottom of the housing collapse, the project was a proof of model for market rate and helped close the feasibility gap for future market rate multi-family housing developments along the Hilltop corridor. The project was completed on time and under initial project budgets and remains a substantial well performing asset.

» PROPOSED PROJECT SITE

PROJECT SITE



Parcels

AP #'s: 101-790-034, 101-790-033, 101-790-032

Demonstration of Site Control

Site Control of the entire project area is currently held by City of Redding and/or City of Redding Redevelopment successor agencies. Currently the project applicant has submitted an expression of interest to the City of Redding for the acquisition of the entire project site. It is assumed a joint application will be submitted between project developer and the City of Redding as demonstrated by the attached letter of support in Appendix 4 dated May 26, 2017. At the time of application submittal either project applicant or City of Redding will retain site control and satisfy the threshold requirements of the AHSC application.

Site Background

There has been an increased focus on the development and revitalization of Downtown Redding both by city leaders and the public. Recent planning advancements include the Downtown Redding Community Based Transportation Plan, completed in October 2016, the update to the Downtown Specific Plan, expected to be completed Winter 2017, and California Transportation Agency's continued focus on SR 273 multi-modal active transportation studies.

The California Street Parking Structure is positioned in the heart of downtown Redding and is nearing the end of its useful life. It occupies more than 3 blocks of land in the core of our Central Business District and is an encumbrance to the future development of a vibrant downtown. Today the structure partially contributes to blight, vagrancy, and is a barrier to the natural flow of all modes of transportation downtown. The redevelopment of this site is critical to achieving the objectives of the Downtown Specific Plan and Transportation Plan.



» PROJECT GOALS

1. Positively Impact Surrounding Businesses
2. Establish a Sense of Place Downtown
3. Increase Housing Supply in the Central Business District
4. Strengthen Connections from Downtown to our Trail System
5. Foster Architectural Identity Downtown
6. Increase Land Use Densities Downtown
7. Close Economic Feasibility Gaps for Future Developments
8. Attract Retail Business Downtown
9. Grow a Culture Centered on Community, Arts and Entertainment
10. Serve the Needs of Underrepresented Populations

» GUIDING PRINCIPLES

- 1. AHSC Program Success:** Most importantly, the project and all related components will be designed to exceed all scoring categories outlined in the Affordable Housing and Sustainable Communities Program.
- 2. Community Participation:** Robust community participation is essential for the success of this planning process. Developing a stakeholder communications database and focusing on providing full and equitable participation of groups and constituencies traditionally underrepresented in transportation planning and development efforts.
- 3. Bike Facilities:** Develop a safe and secure system of Class I, II, and III bicycle facilities and sidewalks that connect natural resources and link regional parks, residential areas, schools and commercial activity centers, including the core downtown area. The plan will review underused alleys and roadways for exclusive or shared bicycle-pedestrian facilities, establishing minimum bicycle parking Downtown, connecting disjointed bicycle and pedestrian routes, and traffic signal actuation for bicycle and pedestrian use. These improvements will be visualized on a series of maps that represent the geographic distribution of demographics, circulation patterns, land uses, and proposed multi-modal infrastructure projects within the study area.
- 4. Encouraging Multi-modal Transit:** Recommendations for encouraging transit use to and from Downtown, accommodating bicycle travel, and encouraging pedestrian activity. The study will address how the city's Downtown intermodal transit facility can be more effectively utilized to increase multimodal travel, with a goal to create a more pedestrian and bicycle-friendly community.
- 5. Connectivity:** Strategies for creating connectivity through and between the Downtown area and Sacramento River Trail System. The Plan will complement/continue the recently completed "Dana to Downtown" trail connection improvements, as well as the future trail extension to Downtown from the Diestelhorst Bridge.
- 6. Parking Strategies:** Analysis of parking facilities and opportunities with the objective of determining an optimal balance between providing parking to support economic and residential growth Downtown and encouraging and developing multimodal forms of transportation. A high degree of focus will be given to global short-term and long-term parking solutions throughout the Central Business District.
- 7. Green Infrastructure and Building:** Consideration of opportunities that can be utilized Downtown to develop green infrastructure, including addressing storm water runoff, providing a robust urban street tree plan, and streetscape plans illustrating unique qualities and opportunities of the community. Green building features and techniques (LEED, Greenpoint and Cal Green considered) will be incorporated in all building elements. Special considerations will be given to renewable energy and energy efficiency throughout the project.
- 8. Architectural Design:** All architectural design shall consider the existing built environment in downtown Redding and any updates to the Downtown Specific Plan. Particular focus will be made to surrounding buildings and impacts as well as historical considerations.
- 9. Master Planning / Cultural District:** The entire project site will be planned both for the delivery of short-term and long-term goals of downtown within the context of the planned cultural district. All project elements planned shall have a positive short-term and long-term effect on surrounding business and adjacent project sites.
- 10. Program Selection:** Special consideration will be given to programs that demonstrate an efficient reduction in greenhouse gas emissions, agricultural land use preservation and those that serve underrepresented communities.



» PROJECT VISION

ILLUSTRATIVE VISION

Below is one vision of a project incorporating all design elements considered as part of this proposal. This is for illustrative purposes only. The purpose of the following scope is to ensure proper master planning of the project site, selection of appropriate project elements and full consideration of all project options to ensure project feasibility, success in the grant application and proper attention to the needs of the community.



PROJECT ELEMENTS UNDER CONSIDERATION

- Complete restoration of the grid system downtown to the greatest degree possible reflecting the current Downtown Transportation and Specific Plans. This will include exploration of complete re-introductions of Butte and Yuba Streets from Pine Street to California Street.
- Creation of additional pedestrian/bike friendly complete streets surrounding the project area and provide for additional connection to existing, current and future projects.



- Provide much needed comprehensive planning for parking in the Central Business District. Addressing both current and long-term needs, including but not limited to: parking supply and demand analysis, land use planning, pricing strategies, and financing analysis.
- Further development of pedestrian and bike infrastructure. Includes the evaluation of full or partial completion of the bike and pedestrian loop downtown and connection to Sacramento River Trails and Turtle Bay Exploration Park.
- Creation of transit infrastructure improvements to increase multi-modal traffic circulation throughout the Central Business District.
- Construction of high density, multi-story, mixed-use multi-family housing project sites.
- Evaluation of land use planning for future development sites to incorporate the changing needs and shifting demands of an evolving downtown.

- Evaluation of surface parking sites both on project site and off project site. Covered parking, solar generation and electric vehicle charging stations to be considered in the design.
- Evaluation of land use planning for multi-story public parking structure.
- Evaluation of public open spaces and urban greening, including place making for permanent farmer's markets and community markets. Open spaces to include public gathering areas for entertainment and use year round with special consideration of local climate.

PROGRAMS UNDER CONSIDERATION

- **Explore ways to continue innovative agriculture and natural resource practices on public access land owned and managed by The McConnell Foundation and potential program partners.** During the same time window as the proposed project in downtown Redding, The McConnell Foundation is undertaking a zoning change to convert 555 acres from rural

agriculture to open space at Ross Ranch. This will make it a demonstration site for sustainable and regenerative agriculture in line with the Healthy Soils Initiative and Carbon Sequestration approach, and will be a learning laboratory for Shasta College. *This links to the proposed project at the site through the community market, commercial kitchen, farmers market and food production hub concepts we are exploring particularly through project elements 1 and 4. This approach could include intentional workforce and economic development through those employed at the proposed site.*



- **Grantmaking to organizations that share the aims of reducing vehicle miles traveled and greenhouse gas reduction.** This includes support for Shasta Living Streets, a local organization dedicated to building better bikeways and trails, walkable cities and vibrant public places in Shasta County to which the organization has granted before. *The link to the proposed project is through consideration of future grantmaking to Shasta Living Streets regarding the Bike Depot as a downtown location for 21st century cycling amenities through project elements 3 and 4.*

- **Community Vitality programming focused on downtown Redding revitalization, including a newly created staff position of Program Officer which will include engaging underrepresented and underserved populations.** This work will build on the track record of grantmaking to groups that serve underrepresented and underserved populations such as People of Progress, PlusONE Mentors, Inc., SEACM (serving refugees and immigrants), Shasta County Head Start Child Development, Shasta Family Justice Center, Shasta Region Big Brothers/Big Sisters, Inc., Special Olympics Shasta

County, Stillwater Learning Program, and Youth Violence Prevention Council of Shasta County. *Under exploration currently is engagement with local Indigenous populations who tend to be underserved and underrepresented in our area such as the Native Roots Network and the Native Arts Cultural Collective, and Indigenous People's History Day. The link to the proposed project is through potential programming of project element 1, 3, and 4.*

» PROJECT DESIGN ELEMENT CONSIDERATION 1

MIXED-USE MARKET RATE HOUSING SITE

- Site is located within the planned Cultural District.
- Artistic building and height transition elements.
- Consider Ground Level: 8K SF Retail and Surface Parking.
- Consider Second Floor: Class A Office, 12K SF.
- Consider 3rd-4th Floors: 40-50 Market Rate Units.
- Community market concept considered in first floor.
- Commercial kitchen considered in first floor.
- Consideration given to innovative transportation-related amenities such as ride-sharing through services like Zipcar.



» PROJECT DESIGN ELEMENT CONSIDERATION 2

MULTI-STORY PARKING STRUCTURE SITE

- Site is located within the planned Cultural District.
- Public parking set aside for current or future development of public parking garage.
- Partially replace displaced parking stalls of current structure.
- 300-400 stalls, 4 stories, 300 X 140 parcel.
- Potential urban greening elements and architectural conformity with adjacent projects.



» PROJECT DESIGN ELEMENT CONSIDERATION 3 URBAN GREENING OPEN SPACE

- Site is located within the planned Cultural District.
- Raised planter beds with attached benches and eating areas.
- Well shaded and well lit.
- Urban greening grant possibilities, AHSC Grant strength.
- Potential for event space / flexible public use.



» PROJECT DESIGN ELEMENT CONSIDERATION 4 COMMUNITY OPEN SPACE

- Site is located within the planned Cultural District.
- Potential for community and farmers markets.
- Potential for outdoor amphitheater.
- Water feature.
- Public square and event location.
- Urban greening elements.
- Special considerations given to local climate conditions.
- Potential for Bike Depot to support 21st century cycling amenities.



» PROJECT DESIGN ELEMENT CONSIDERATION 5 SURFACE LEVEL PARKING

- Site is located within the planned Cultural District.
- Solar covered stalls considered.
- Electric car charging stations.
- Help support short-term parking demands of project site.
- Urban greening elements incorporated in design.
- Accessibility from alley and street.



» PROJECT DESIGN ELEMENT CONSIDERATION 6 FUTURE DEVELOPMENT SITE

- Site is located within the planned Cultural District.
- Potentially fit small grocery model or small movie theater concept.
- Site open for highest and best use in evolving downtown economy.
- Site would be open for build to suit if market yielded demand.



» PROJECT DESIGN ELEMENT CONSIDERATION 7

MIXED-USE AFFORDABLE HOUSING PROJECT

- Site is located within the planned Cultural District.
- Potential of 8,000 SF of first floor retail.
- Surface level parking on site.
- Housing starting at .5 story level.
- Potentially 3-4 floors housing.
- Range of potential housing units 50-75. Approximately 75% designated affordable housing, 25% market rate. Affordable housing allocation balanced to maximize AHSC score.



» ESTIMATE PROJECT TIMELINE

COMMENCE PLANNING WORK	JULY 5TH, 2017
ANTICIPATED NOFA RELEASE	SEPTEMBER 15TH, 2017
USE PERMIT SUBMITTAL	OCTOBER 1ST, 2017
FULL DELIVERABLES	NOVEMBER 15TH, 2017
ANTICIPATED APPLICATION DUE	NOVEMBER 30TH, 2017

» PROJECT TASK

SHASTA REGIONAL TRANSPORTATION AGENCY INFILL & REDEVELOPMENT INCENTIVE PROGRAM, CYCLE II

Task	Jun	Jul	Aug	Sept	Oct	Nov	Ongoing
Task 1 - Design and Engineering							
1.1 Site and Urban Planning							
1.2 Architecture and Building Design							
1.3 Civil Engineering and Traffic							
Task 2 - Technical Studies							
2.1 Parking Analysis							
2.2 Transportation Engineering							
2.3 CalEEMod Calculations							
2.4 Energy Calculations							
Task 3 - Feasibility and Costing							
3.1 Housing Market Studies							
3.2 Placemaking Market Research							
3.3 Professional Estimating							
Task 4 - Grant Preparation							
4.1 Affordable Housing Consultation / TCAC							
4.2 AHSC Grant Preparation and QC							
Task 5 - Community Engagement and Project Education							
5.1 Community Outreach							
5.2 Project Branding / Education							
Task 6 - Program Coordination							
6.1 Program Selection							
6.2 Program Development							

» PROJECT COMPONENTS AND BUDGET

TASK 1:	DESIGN AND ENGINEERING	\$167,700.00
	1.1 SITE AND URBAN PLANNING	\$15,800.00
	1.2 ARCHITECTURE AND BUILDING DESIGN	\$92,400.00
	1.3 CIVIL ENGINEERING AND TRAFFIC	\$59,500.00

TASK 2:	TECHNICAL STUDIES	\$56,900.00
	2.1 PARKING ANALYSIS	\$34,500.00
	2.2 TRANSPORTATION ENGINEERING	\$6,600.00
	2.3 CALEEMOD CALCULATIONS	\$5,000.00
	2.4 ENERGY CALCULATIONS	\$10,800.00

TASK 3:	FEASIBILITY AND COSTING	\$53,000.00
	3.1 HOUSING MARKET STUDIES	\$8,000.00
	3.2 PLACE MAKING MARKET RESEARCH	\$15,000.00
	3.3 PROFESSIONAL ESTIMATING	\$30,000.00

TASK 4:	GRANT PREPARATION	\$192,500.00
	4.1 AFFORDABLE HOUSING CONSULTATION AND TCAC APPLICATION PREPARATION	\$150,000.00
	4.2 AHSC GRANT PREPARATION AND QUALITY CONTROL	\$42,500.00

TASK 5:	COMMUNITY ENGAGEMENT AND PROJECT EDUCATION	\$43,700.00
	5.1 COMMUNITY OUTREACH	\$31,700.00
	5.2 PROJECT BRANDING / EDUCATION	\$12,000.00

TASK 6:	PROGRAM COORDINATION	\$10,000.00
	6.1 PROGRAM SELECTION	\$5,000.00
	6.2 PROGRAM DEVELOPMENT	\$5,000.00

TOTAL PROJECT BUDGET:	\$523,800.00
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	EST. BILLING RATE	HOURS COMMITTED
PROJECT MANAGEMENT:	\$145.00/HR.	600
ENGINEER / ARCHITECT:	\$175.00/HR.	1,650
LEGAL:	\$225.00/HR.	500
ADMINISTRATION:	\$75.00/HR.	474

TOTAL PROJECT BUDGET:	3,224
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» SCOPE OBJECTIVES

The scope of the planning efforts for the project combines all tasks necessary to complete master planning objectives for the project site, identify appropriate project elements and produce deliverables that meet the threshold requirements of the AHSC application including but not limited to obtaining applicable jurisdictional approval for all sites being constructed, preliminary design of onsite and offsite infrastructure improvements, outreach and comprehensive studies addressing community concerns and consideration of global short-term and long-term parking strategies for the Central Business District.

TASK 1: PROJECT PLANS



ENSURE all project elements will flow together creating a sense of cohesion throughout the project sites and along frontages.



1.1 Site and Urban Planning

Develop a master plan for the entire project site. The master plan will consider all appropriate land use elements. Consultant will ensure all project elements will flow together creating a sense of cohesion throughout the project sites and along frontages. Master planning efforts will ensure compliance with updates to the downtown specific plan and recently completed transportation plan.

1.1.1 Site Programming: Analyze all work completed to date on the updates to the Downtown Specific Plan, Transportation Plan and current development to ensure project plans are in compliance with current working documents.

1.1.2 Schematic Design: Prepare preliminary site plan alternatives addressing the key relationships with site circulation and disposition of all sites. Present alternatives to developer city and stakeholders.

1.1.3 Preferred Plan: Prepare preferred plan based on public comments and stakeholder comments. This will be the working document that assists in further master planning of all site development related to the project.

1.2 Architecture

Conceptual architectural documents will be developed for potential mixed-use project sites, if identified as appropriate project elements in the master planning process. The intent of this scope of work is to provide all necessary documents to obtain jurisdictional planning approval, meet the thresholds of the AHSC Application, provide a direct sense of place and congruency within the project area, and develop working budgets of construction costs.

1.2.1 Site Programming: During this phase of the project we define the programming of sites 1 and 7, ensuring the building layouts meet the objectives of the master planning efforts achieved in task 1.1.

1.2.2 Preliminary Design for Mixed-Use Market Rate Housing Site: Assuming a market rate, mixed-use housing development is incorporated into the preferred plan, prepare a preliminary design, which includes the project documents for submittal to the City of Redding for project entitlement review.

1.2.3 Preliminary Design for Mixed Use Affordable Housing Site: Assuming a market rate, mixed-use housing development is incorporated into the preferred plan, prepare a preliminary design, which includes project documents for submittal to the City of Redding for project entitlement review.

1.3 Civil Engineering and Traffic Impact

Provide civil engineering support for master planning and architectural design. The purpose of this scope is to obtain necessary project documents required to obtain use permits. The efficient design of working documents enables development of working budgets for offsite and onsite project elements.

«
PROVIDE
 traffic studies
 and develop
 greenhouse gas
 analysis.
 »

1.3.1. Base Map: Prepare base map for existing surface improvements, existing underground improvements, right-of-way and easements to include reviewing preliminary title reports, site survey and other reports.

1.3.2 Preliminary Site Plans: Review preliminary site plan alternative prepared by urban planner and provide comments and recommendations based on local code compliance, grading and drainage issues, provide infrastructure analysis and costs estimates for proposed plans.

1.3.3 Master Plan Civil Support: Prepare preliminary grading and drainage plans, utility plans and storm water management plans.

1.3.4 Use Permit Preparation and Processing: Prepare use permit site plan based on master plan, architect's site plans and in accordance with city submittal requirements. Provide assistance to design team in use permit processing.

1.3.5 Traffic Study: Provide traffic studies as necessary to assess potential impacts of the proposed master plan.

1.3.6 Green House Gas Analysis: Develop greenhouse gas analysis as needed for use permit approval and process.

TASK 2: TECHNICAL STUDIES

The objective of the parking studies conducted as part of this project will be to identify to the best degree possible a sustainable parking strategy for the City of Redding Central Business District. This parking strategy will be sensitive to community and AHSC priorities.

2.1 Parking Analysis

Consultant shall conduct all work necessary to produce a global strategy for parking supply and demand throughout the Central Business District.

2.1.1 Data Collection and Coordination: Collect all data pertinent to parking conditions in Downtown Redding, including but not limited to existing studies, reports and updates to Transportation Plan and Specific Plan. Prepare an existing conditions analysis of supply and demand characteristics in the Central Business District.

2.1.2 City Parking and Pricing Recommendation: Analyze all data and prepare pricing model for public parking in the Central Business District.

2.1.3 Project Impact Study: Provide study of impacts of master planned project on parking supply and demand Downtown. Provide recommendation of number of additional parking stalls that would need to be created in order to remain at or under 85% utility of public parking supply. Identify other city owned or developer owned lots within the Central Business District and estimate number or surface stalls that could be created to assist in interim parking solutions.



2.1.4 Parking Financing Analysis: Build a financial pro forma model of a potential parking structure, incorporating capital cost estimates, net operating income, availability of grant funding and participation of the City. The goal of the analysis will be to identify any funding gaps and potential sources of financing. A sensitivity analysis can be conducted which tests input assumptions such as pricing for parking, number of spaces provided, and amount of grant money and other financing sources available.

2.1.5 Report: Based on completion of the above tasks, a report will be prepared which describes all input assumptions, presents the pro forma projections, and discusses the results. The report will include recommendations on financing strategies to build public parking.

2.2 Transportation Engineering

Transportation consultant will assist the project developer, grant writing team and City of Redding to identify the best practices and project design elements to achieve maximum scoring in the AHSC application. Specific focus will be given to pedestrian and bicycle infrastructure improvements that maximize the reduction of vehicle miles traveled, achieving regional and citywide long-term active transportation goals. A transportation engineer will further assist in the evaluation of greenhouse gas reductions associated with program considerations.

2.3 CalEEMod Calculations

Consultant will perform preliminary and final calculations under the CalEEMod tool for submittal of the AHSC application. Consultant will assist applicant with preliminary conceptual runs to analyze and make recommendations for consideration of both program and active transportation infrastructure improvements. Upon final project design and election of consultant, will prepare final calculations, supporting documents and reports for submittal of the AHSC application.

2.4 Energy Calculations

Consultant will work with project application to ensure appropriate energy modeling assumptions are submitted with the TCAC and AHSC program guidelines. Consultant will assist project applicant with technical studies necessary to establish program participation with the local utility districts.

2.4.1 Preliminary Energy Modeling for T24 Compliance: Energy analysis for compliance with the California Energy Code (CEC) will be completed using the Energy Pro v7 software (or CBECC) approved by the CEC for the 2016 Energy Code for building department submittal. If the work scope permits, the project will be analyzed with use of the Prescriptive Compliance method, alternatively the Performance Compliance method will be utilized. All above code projects such as GreenPoint Rated or LEED for Homes must achieve a minimum 10% or greater compliance margin.

2.4.2 Preliminary Energy Analysis: The project will be modeled using EnergyPro v7 OR CBECC software. The preliminary energy analysis will be prepared to assist the applicant with program submittal requirements for the AHSC application as well as establishing participation with the local utility districts.

2.4.3 CUAC: The energy modeling for the CUAC will be completed using EnergyPro software and modeling for the project will be performed based on unit type. The draft CUAC Analysis will be provided for the application submittal for AHSC and TCAC applications and project financial proformas.



TASK 3: FEASIBILITY AND COSTING

The objective of feasibility and costing scope is to ensure project costs are aligned with revenue and funding resources. A third party consultant will assist in the development of all construction related project costs and market rate revenue assumptions. These studies are necessary for securing enforceable funding commitments.

3.1 Market Studies

Prepare a market study for a potential new construction of a mixed use/mixed income project targeting general occupancy households in the City of Redding. The study will comply with the 2017 CTCAC and CDLAC guidelines. The study will include the following project elements:

3.1.1 Executive Summary: Study to include a description of the project, surrounding area and market area, statement of market feasibility, summary of market related strengths and/or weaknesses, summary of the rent comparables and existing and planned affordable housing developments, and a statement of key conclusions.

3.1.2 Project Description: Develop detailed description of the construction type, number of units and mix; target population and income restrictions; tenant paid rents and utilities; photos of the site and surrounding area, description and map of services and facilities in the surrounding area. Additional information for redevelopment projects includes: current occupancy levels, rents being charged, identification of any existing subsidies, and information regarding the scope of redevelopment.

3.1.3 Effective Market Area: Identify and define the primary and secondary market areas, with maps and an explanation for the basis of the boundaries.

3.1.4 Field Work: Conduct site visit and pictures of site and surrounding neighborhood; photos of all comparable complexes in the market area; neighborhood photos of comps used in the matrices, if outside the one-mile radius of the project.

3.1.5 Demographic Analysis: Demographic information pertinent to the targeted population: total population, growth trend and age groups; number, size, income and tenure of households; housing units by type and age; and employment, economic, commute and crime information. Use statistical data from ESRI, Census Bureau, California Department of Finance, and the California Employment Development Department.

3.1.6 Identify Target Market Group: Identification of the target market group and the depth of the market at rates proposed by the client.

3.1.7 Survey of Comparables: Survey of comparable general occupancy complexes in the market area, including affordable and market rate complexes. Every effort is made to locate comparables within a one-mile radius of the site using sources such as field and phone surveys, contacting property management companies, and existing database.

3.1.8 Survey of Current or Planned Projects: Identification of any similar projects being proposed or recently approved in the market area. Contact the city and county planning departments to determine if any comparable projects are planned in the near future.

«
IDENTIFY
the current
retail businesses
and assess
future projects
under review.

3.2 Placemaking Market Research

Consultant will work with project applicant to develop a strategy to merchandise any proposed project retail spaces with an appropriate mix of business while assisting with inputs on project design. The goal is to ensure appropriate project elements are included to fill the needs of identified target retailers.

3.2.1 Retail Diagnostics: Evaluate the downtown supply of retail inventory. The inventory will identify the current retail businesses, (including stores, service providers, and establishments) as well as record the address, store name and type, occupancy status and estimated footage of each retail-occupied and retail appropriate space.

3.2.3 Future Assessment: Assess other future projects that are under development or under review that could influence the site and provide more critical mass, residents, workers, or access to the project over the next 36 months.

3.2.4 Diagnostic Data -Retail Market Analysis: Develop trade area analysis either by three radii points or by customizing primary, secondary and tertiary trade area markets and respective demographic information that will assist in better understanding the underlying consumer base. This information is key in helping determine the baseline spending, also known as retail demand. However, limiting the focus to the site, the market analysis won't consider submarket competing trade areas when it determines consumer's expenditures and behaviors. Two spending groups will be the focus targets of study, the residents and employees. Employee generated spending will only consider the immediate (primary) trade area around the site. The resident and employee spending will review the following three major retail categories: Neighborhood Goods & Services (NG&S), Food & Beverage (F&B), and General Merchandise, Apparel, and Furnishings & Other (GAFO).

3.2.5 Preparation and Deliverable: Prepare a comprehensive report detailing market segments that are underrepresented in the Downtown retail market and a target merchandising plan for all retail spaces under consideration of development.

3.3 Professional Estimating

Professional estimating services will be provided on all construction related project costs for onsite and offsite improvements.

3.3.1 Construction Cost Estimates: Prepare construction costs estimates for all on-site improvements.

3.3.2 Housing Related Infrastructure Costs Estimates: Prepare construction cost estimates for all on-site and offsite housing related infrastructure improvements.

3.3.3 Transit Oriented Development Cost Estimates: Prepare construction cost estimates for all on-site sustainable transportation infrastructure improvements.

3.3.4 Offsite Transit Oriented Development Cost Estimate: Prepare construction cost estimates for all off-site sustainable transportation infrastructure improvements considered as part of the project.



Task 4: Grant Preparation and CTAC Applications

Consultant will work with project applicant to ensure the successful completion of all required elements of the AHSC application. Additionally, consultant will manage pace of deliverables per strict project timelines and provide quality control in the grant writing process.

4.1 Affordable Housing Consultation and TCAC Application

Consultant will work with project applicant for the preparation of all affordable housing related sections contained within the AHSC application. Consultant will further prepare all financial operating pro formas for affordable housing components, prepare TCAC applications and secure enforceable funding commitments from tax credit investors and banks to meet threshold requirements of the AHSC application.

4.2 Grant Preparation and Quality Control

Consultant will work with applicant to ensure timeliness of deliverables from sub-consultants. Consultant will provide project management, grant writing and quality control services throughout the planning and AHSC grant writing process. Consultant shall further ensure compliance with all threshold requirements of the application, strict adherence to project timelines and submittals and shall coordinate a third-party review of final AHSC grant application submittals.

Task 5: Community Outreach

The objective community outreach tasks are to ensure proper input and consideration is given to the concerns of the general public and Downtown stakeholders.

5.1 Community Outreach and Education

Consultant will act as a central point of communication for all community outreach efforts.

5.1.1 Public Engagement/ Presentations: Host two public workshops and three stakeholder meetings anticipated to occur over the course of the project. The approach will be to engage the community in development and refinement of the program and site improvements.

5.1.2 Agency Presentations: Presentation to Planning Commission and City Council. Prepare one presentation and attend one presentation to the Planning Commission and one presentation to the City Council.

5.1.3 Programming Component: Reinforce project input opportunities across all community vitality programming efforts.

5.2 Project Education and Branding

The objective of project education and branding scope will be to further engage the public in the planning process, directly communicate project updates and distribute informational materials as related to any community concerns and input received as part of the public engagement process.

5.2.1 Project Branding: Prepare a brand image for all project site and development. Develop a project web presence to distribute informational materials and further engage the public in the planning process.

5.2.2 Communication Materials: Prepare communication materials for public education. Materials to assist in updating the public on project progress and addressing community concerns directly with informational materials.

5.2.3 Reaching the Local Audience: Utilize local database of 1,561 opt-in contacts who have opted into communication from The McConnell Foundation regarding local projects. This will provide a solid base for project education within the local community.

«
UTILIZE
local database of
1,561 opt-in contacts
to provide a solid
base for project
education within the
local community.

Task 6: Program Coordination

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The objective of the program coordination scope is to successfully identify local programs that can be incorporated into the AHSC application and benefitting the local community, underserved populations and reach the program objectives of the state.

6.1 Analyze Programs from Various Agencies: Develop a list of programs that are eligible under the AHSC programs funding guidelines. Evaluate each of the programs needs their potential implications to the strength of the AHSC application including both the narrative scope, project leverage and impacts on greenhouse gas reductions.

6.2 Program Development

Assist administering agencies in the development of their proposed programs to assure compliance with the AHSC eligibility requirements and the long-term success of the programs being proposed as part of the AHSC application.

» APPENDIX 1: POTENTIAL SUB-CONSULTANTS

In addition to the Developer Background, below is a list of potential sub-consultants on the project team, with reference to their qualifications and work experience.

DESIGNWORKSHOP

DESIGN WORKSHOP ([HTTP://WWW.DESIGNWORKSHOP.COM/](http://www.designworkshop.com/))

Assigned Tasks: 1.1, 5.1

For more than four decades, Design Workshop has provided landscape architecture, planning, urban design and strategic services to clients in North America and throughout the world. They are committed to creating special places that meet today's needs and that are sustainable environments for all time.

They believe that when environment, art, community and economics are combined with the dictates of the land and the needs of society, magical places result—sustainable places of timeless beauty, significant value and enduring quality, places that lift the spirit. They have developed a methodology called DW Legacy Design®. This proprietary process seeks to imbue every project with a balance between environmental sensitivity, community connection, artistic beauty and economic viability that demonstrates measurable results. They have worked in 30 countries over 45 years.

For further details, see their full portfolio, available here:

<http://www.designworkshop.com/portfolio.html>



KUCHMAN ARCHITECTS ([HTTP://KUCHMAN.COM/](http://kuchman.com/))

Assigned Tasks: 1.2

Kuchman Architects, founded in 1985, is committed to creating sustainable, visually interesting, pedestrian friendly mixed-use neighborhoods. They employ and promote smart growth principles and sustainable designs. With extensive urban experience in both multi-family residential and commercial planning and architecture they strive to create vibrant and successful places where people live, work and interact.

They have expertise in architecture and site planning, multi-family housing for urban and suburban sites (including market-rate, affordable, student and seniors housing), retail (including grocery stores), and mixed-use including housing and/or offices over retail and parking.

For further details, see their full portfolio, available here:

<http://kuchman.com/work/>



OMNI-MEANS ([HTTP://WWW.OMNIMEANS.COM/](http://www.omnimeans.com/))

Assigned Tasks: 1.3, 2.2

Founded in 1981, OMNI-MEANS provides a variety of Engineering and Planning consulting services. They support public and private sector clients throughout California at every stage of the process from four offices.

Their company philosophy is to be responsive, be accurate, and be flexible. They are fully prepared to meet any challenge our clients present, and we provide a high quality, timely work product every time.

OMNI-MEANS annual growth has exceeded 20%, with 86% of their business coming from repeat clients. Their repeat business, and dedication to building relationships with their client base, is the cornerstone supporting their growth, success, and a testament to their proven ability to meet and exceed their client's expectations.

For further details, see their full portfolio, available here:

<http://www.omnimeans.com/projects.aspx>





WATRY DESIGN (HTTP://WATRYDESIGN.COM/)

Assigned Tasks: 2.1

Using a unique process developed over the firm's forty plus year design legacy, their architects, structural engineers and planners are empowered to provide their professional expertise in every aspect of their parking solutions. In this way, their clients benefit from the collective knowledge and experience of their entire staff. This collaborative methodology enables them to provide their clients with well integrated solutions for satisfied clients.

Incorporated in 2000, Watry Design, Inc. is the successor organization of Watry Design Group which was founded in 1975. The new corporation was created when a group of long time employees purchased the net assets of the original firm and most importantly retained all the staff. Led by a team of Principals and Directors, Watry Design has delivered over 1,000 parking projects on time and on budget throughout the Western United States.

For further details, see their full portfolio, available here:

<http://watrydesign.com/projects>



FEHR & PEERS (HTTP://WWW.FEHRANDPEERS.COM/)

Assigned Tasks: 2.2, 2.3

Since 1985, Fehr & Peers has specialized in providing transportation planning and engineering services to public and private sector clients. They emphasize the development of creative, cost-effective, and results-oriented solutions to planning and design problems associated with all modes of transportation. In 2016, they conducted a survey to solicit feedback on past projects and received a 98% satisfaction level on three key dimensions: quality, service, and value. They have specialized think tank R&D groups that focus on disruptive forces in transportation such as automated vehicles, microtransit, carsharing and more.

For further details, see their portfolio of client feedback, available here:

<http://www.fehrandpeers.com/commendations>



TRANSFORM (HTTP://WWW.TRANSFORMCA.ORG/)

Assigned Tasks: 2.3

TransForm is California's leading transportation advocate and an award-winning nonprofit organization working in the San Francisco Bay Area and California. TransForm promotes walkable communities with excellent transportation choices to connect people of all incomes to opportunity, keep California affordable and help solve our climate crisis. With diverse partners they engage communities in planning, run innovative programs and win policy change at the local, regional and state levels.

At TransForm, they believe that all Californians should be able to live in wonderful places with safe, abundant options to get where they need to go. That's why they are building a movement to transform our communities and transportation. They use new solutions, smarter investments, and better planning, in order to build a future defined by access, health, justice, and sustainability.

For further details, see their full portfolio, available here:

<http://www.transformca.org/landing-page/our-work>



Energy+Environmental Economics

E3 (HTTPS://WWW.ETHREE.COM/)

Assigned Tasks: 2.4

Founded in 1989, Energy + Environmental Economics (E3) is a fast-growing energy consulting firm that helps utilities, regulators, policy makers, developers, and investors make the best strategic decisions possible as they implement new public policies, respond to technological advances, and address customers' shifting expectations.

Because E3 works with clients from all sectors of the electricity industry, they provide a 360-degree understanding of markets, planning, policy, regulation, and environmental factors. Just as important, they are committed to delivering clear, unbiased analyses that help clients make informed decisions.

For further details, see their full portfolio, available here:

<https://www.ethree.com/our-work/expertise/>



RANEY PLANNING & MANAGEMENT (HTTP://WWW.RANEYMANAGEMENT.COM/)

Assigned Tasks: 2.2, 2.3

Raney Planning and Management, Inc. (Raney) is a highly professional, full-service consulting firm, providing public and private sector clients with a variety of environmental consulting, planning consulting, and housing consulting services. Since its establishment in 1999, Raney Planning & Management, Inc. has become one of the most trusted, experienced, and highly regarded small business consulting firms in California. In January, 2003, Laurin Associates merged with Raney Planning and Management and now is a division of the unified company. Laurin Associates was formed in 1981 to provide pre-development financial feasibility and policy analysis for cities, counties, and private development interest. Complementing Raney's services, the Laurin Associates Division of the company offers clients with affordable housing consulting and community development consulting services.

Raney's full range of services include contract planning; project management; environmental consulting, including California Environmental Quality Act (CEQA) and National Environmental Policy Act (NEPA) documentation; air quality studies; housing market studies; grant applications, administration, and implementation; tax-credit, tax-exempt bond, and state bond applications; housing and community development studies; residential relocation plans and implementation; housing rehabilitation program management; first-time homebuyer program management; housing elements; labor standards compliance; annual monitoring for HOME-assisted rental projects; and other municipal-related planning services.

For further details, see their full portfolio, available here:

<http://www.raneymanagement.com/services.html>



PEOPLE PLACE POSITION (HTTP://WWW.3PZWORKS.COM/)

Assigned Tasks: 3.2

People Place Position mixes strategic brokerage, planning, market analysis and consulting with multiple interests for intentional outcomes in creating great places. They would bring expertise in retail analysis to answer questions like: How might a retailer eye this project? And downtown Redding in particular? How would it choose among its submarkets and then hone in on a particular storefront?

The firm Principal, Teal Horsman brings expertise in urban planning and design from around the world from Istanbul to China. Closer to home, she was the Project Manager for the now-famous Over the Rhine Community Housing initiative in Cincinnati, Ohio and helped lead the Catalytic Fund of Northern Kentucky.

For further details, see their full portfolio, available here:

<http://www.3pzworks.com/>



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Sierra West Group

SIERRA WEST GROUP ([HTTP://WWW.SIERRAWESTGROUP.COM/](http://www.sierrawestgroup.com/))

Assigned Tasks: 3.3

Sierra West Group has been in business in Sacramento since 1992. While originally they were exclusively a cost estimating firm, we now do much more than that. Their cost consulting outfit also provides expert witness services, assists with cost insurance claim replacement costs and replacement costs for other outfits, and provides support with tax appeal cases for counties. The clients who come to them originate from a wide range of business, local and state sectors. Sierra West Group helps them all, providing cost management for medical, educational and correctional facilities at all stages of the project, from preliminary through construction. The majority of their services are offered through the pre-construction side, but they do offer supplemental litigation support and change order support during construction and post-construction.

Sierra West's position as one of the leading cost estimation firms in the western U.S. for more than two decades is a direct result of their insistence on serving all their clients with the same top-quality approach to their projects. Whether estimating construction costs, preparing budgets or assisting with claims analysis, they always bring the best people to the table and give each project the individual attention that will bring the best chances of success.

For more details, see their full range of work here:

<http://www.sierrawestgroup.com/civic/>

Law Offices of Patrick R. Sabelhaus

PATRICK SABELHAUS LAW ([HTTP://SABELHAUSLAW.COM/](http://sabelhauslaw.com/))

Assigned Tasks: 4.1

Patrick R. Sabelhaus practices law in the Sacramento area and specializes in state and federal low-income housing tax credit law, tax-exempt bond financing, real property law and syndication. His clients include both for-profit and nonprofit organizations. Mr. Sabelhaus secured one of the first low-income housing tax credit allocation in California in 1987 and has served as the attorney of record to some 375 entities involved in the development of 18,000 low-income housing tax credit units in California, Nevada and New Mexico.

Prior to entering private law practice, he served as Chief, Community Affairs Division, California Department of Housing and Community Development and prior to that as a senior consultant to the Assistant Secretary of the Office of Consumer Affairs and Regulatory Functions at the U.S. Department of Housing and Urban Affairs in Washington, D.C. From 1967 – 76 Mr. Sabelhaus was with the Office of Economic Opportunity and director of field operations for the Rural Housing Alliance and from 1964 – 67 as a Peace Corps volunteer in Venezuela, South America. Mr. Sabelhaus is the Secretary/Legislative Liaison of the California Council for Affordable Housing and a member of the State Bar of California.

For further details, see his full professional biography here:

<http://sabelhauslaw.com/attorneys/patricksabelhaus/>



GRANT MANAGEMENT ASSOCIATES ([HTTP://WWW.GRANTMANAGEMENTASSOC.COM/](http://www.grantmanagementassoc.com/))

Assigned Tasks: 4.2

Grant Management Associates specializes in Grant Writing, Program Evaluation, Government Advocacy and Funding Identification. They have generated over \$200 million in grants. Their expertise includes grants (funding research, opportunity analysis, proposal design, grant writing), budgets (development, justification and forms completion), funding identification (government loans, tax credits and incentives), and fiscal administration (invoicing, cash flow, amendments, and reporting bid/procurement opportunities).

The owner is Kristin Cooper Carter, who has over twenty-five years experience as a grant developer, technical writer and project manager. Kristin holds a master's degree in program evaluation and administration with a focus on organizational management from CSU, Chico. In 2009 she established Grant Management Associates, a California-based consulting firm that specializes in funding identification, grant development, technical courses, and strategic planning for corporations, nonprofits and municipalities. Kristin is the past Director of Environmental Programs and past professor for the College of Engineering, as well as the founding Director of the Concrete Management Program. She has served on many non-profit boards and on various committees as an expert in sustainable building design.

For more details, see their full range of work here:

<http://www.grantmanagementassoc.com/services>



PLACEWORKS ([HTTP://PLACEWORKS.COM/](http://placeworks.com/))

Assigned Tasks: 1.1, 5.1

PlaceWorks is all about places and how they work—geographically, environmentally, functionally, aesthetically, and culturally—but they're also passionate about how they work collaboratively with their clients. Theirs is a holistic approach. They celebrate personal passion and ownership while encouraging integrity, creativity, and innovative thinking. They bring people together from diverse practice areas, offering best-of-all-worlds capability and connectivity. Just as each place they work on is distinctly different, so is their thinking.

They start with a vision to design a great community—with a thoughtful approach to creating healthier and more sustainable environments, neighborhoods, workplaces, and schools. They emphasize processes, relationships and communications, while synthesizing dimensions, details and constraints into actionable plans, using environmental scans, community design and other diagnostic and planning tools.

As ideas about place and community have evolved, so have they. Their rich history goes back to the 1970s, and their services and practice areas address both economic and societal changes, and the increasing complexities in the world of environmental health and regulation. Recognized with numerous awards, they have met these challenges and excelled. PlaceWorks builds off this foundation, and together with their clients, will continue to create great places.

For further details, see their client list here:

<http://placeworks.com/client/client-list/>



MARKET STREET MARKETING ([HTTP://WWW.MARKETSTREETMARKETING.COM/](http://www.marketstreetmarketing.com/))

Assigned Tasks: 5.2

For over 26 years, Market Street Marketing has been a full service advertising design firm doing business in Northern California.

Market Street specializes in both corporate and equine design and marketing. They develop logo identities, print collateral, formulation of comprehensive advertising campaigns, packaging, press relations and media planning as well as web work.

Market Street Marketing is the life time dream of Kathleen Downs. Kathleen holds a Masters Degree in Advertising Design from Syracuse University of New York, completing her Masters thesis in the evolution of the last decade of health care marketing and advertising.

For more details, see her awards and honors here:

<http://www.marketstreetmarketing.com/education-and-awards.html>



The McConnell Foundation

Helping build better communities
through philanthropy

APPENDIX 2:

PROJECT BUDGET BY TASK AND SOURCE

Applicant Name: <i>The McConnell Foundation / K2</i>		Project Title: <i>Block 7</i>		Fund Source		Deliverables	
Task	Description	Name of Consultant or Responsible Party if Cash or In-kind Contribution	Amount SRTA Incentive Funds Requested	Amount Matching Funds	Source of Match (Cash or In-Kind)		
Task 1: Design and Engineering							
1.1	Site and Urban Planning	Design Workshop, Placeworks, or Equivalent	\$ 15,800				Preliminary master plan for project site.
1.2	Architecture and Design	Kuchman Architects, Megawero or Equivalent	\$ 40,000	\$ 52,400	Cash		Preliminary plans and use permit submittals for mixed use project components identified.
1.3	Civil Engineering and Traffic	OMNI-Means, SDS or Equivalent	\$ 28,500	\$ 31,000	Cash		Preliminary civil design, base map, and drainage plans for entire project site.
Task 1 Subtotal			\$ 84,300	\$ 83,400			
Task 2: Technical Studies							
2.1	Parking Analysis	Warty Design, Inc., or Equivalent	\$ 34,500				Final report and recommendations for long term parking strategies within the central business district.
2.2	Transportation Engineering	Fehr and Peers, Green Dot or Equivalent	\$ 6,600				Recommendation on transportation related infrastructure improvement to be included as part of project scope and program components to ensure maximum GHG reductions and VMT reductions.
2.3	CalEEMod Calculations	Transform or Equivalent	\$5,000				Final report and data input for CalEEMod calculations for the AHSC Application.
2.4	Energy Calculations	E3 or Equivalent	\$3,000	\$7,800	Cash/In-Kind		CUAC and preliminary title 24 calculations to assist in grant preparation and project costing.
Task 2 Subtotal			\$ 49,100	\$ 7,800			
Task 3: Feasibility and Costing							
3.1	Housing Market Studies	Raney Planning and Management or Equivalent	\$ 4,000	\$4,000	Cash/In-Kind		Market studies; pertinent to both affordable and market rate housing project considerations.
3.2	Placemaking Market Research	People Place Position or Equivalent	\$0	\$15,000	Cash/In-Kind		Market research and merchandising recommendations for all retail components of project considered as part of the overall land use.
3.3	Professional Estimating	Sierra West Group or Equivalent	\$0	\$30,000	Cash/In-Kind		Professional estimated on all construction related costs associated with final project design.
Task 3 Subtotal			\$ 4,000	\$ 49,000			
Task 4: Grant Preparation and Applications							
4.1	Affordable Housing Consultation and TCAC Application Preparation*	Patrick Sabelhaus Law or Equivalent	\$	\$150,000	In-kind		Preparation of all housing related elements, TCAC applications and project feasibility studies associated with affordable housing related land use project components. *For development of complete TCAC submittals and entry structure, not to be fully completed until standard agreements are issued.
4.2	AHSC Grant Preparation and Quality Control	Grant Management Associates or Equivalent	\$20,900	\$21,600	In-Kind		Preparation of final grant and project management.
Task 4 Subtotal			\$ 20,900	\$ 171,600			
Task 5: Community Outreach and Education							
5.1	Community Outreach	Design Workshop, Placeworks, or Equivalent	\$16,700	\$15,000	In-Kind		Final report for public outreach and stakeholder recommendations for consideration in project design.
5.2	Project Branding / Education	Market Street Marketing or Equivalent	\$0	\$12,000	In-Kind		Project branding package and informational documents for public engagement and project awareness.
Task 5 Subtotal			\$ 16,700	\$ 27,000			
Task 6: Program Coordination							
6.1	Program Selection	To be completed internally		\$5,000	In-Kind		Develop list of programs for consideration of inclusion in the AHSC application and impact on scoring.
6.2	Project Development	To be completed internally		\$5,000	In-Kind		Selection and preliminary development of program(s) to be submitted as part of AHSC application.
Task 6 Subtotal			\$ -	\$ 10,000			
Total			\$ 175,000	\$ 348,800			

» APPENDIX 3:

LETTERS OF SUPPORT

Please find the enclosed letters of support from local community stakeholders:

1. **Debbie DeCoito, Executive Director, SMART Business Resource Center**
2. **Jake Mangas, President & CEO, Redding Chamber of Commerce**
3. **Anne Wallach Thomas, Executive Director, Shasta Living Streets**
4. **John Truitt, Executive Director, Viva Downtown**
5. **Patricia Lord, Executive Director, Shasta Historical Society**
6. **Kenny Breedlove, Business Owner, Market Street Steakhouse and Shameless O'Leary's**
7. **Debra Lucero, Executive Director, Shasta County Arts Council**
8. **Margaret Beck, Business Owner, Affiliated Benefit Services**
9. **Linda Masterson & Peter Alexander, Co-Directors, Friends of the Redding Trails**
10. **Brandi Greene, Secretary, Catalyst Redding Young Professionals**
11. **Sam LaRobardiere, Owner Theory Collaborative**





"Our Goal is Your Success"

1201 Placer Street • Redding, CA 96001 • 530.246.7911 • 790 Main Street #618, Weaverville, CA 96093 • 530.623.5538

June 2, 2017

Shasta Regional Transportation Agency
Attn: Dan Wayne, Senior Planner
1255 East Street, Suite 202
Redding, CA 96001

RE: The McConnell Foundation and K2 SRTA Planning Grant Application

Dear Mr. Wayne:

The Smart Business Resource Center is pleased to support the grant application for the SRTA Infill Redevelopment Planning Grant.

The Smart Center operates the Workforce Innovation and Opportunity Act (WIOA) funded programs for Shasta and Trinity Counties under the oversight of the Local Workforce Investment Board, the Northern Rural Training & Employment Consortium (NoRTEC). The Smart Center has been putting people to work in Shasta County since 1979.

The Smart Center has had the pleasure of working with The McConnell Foundation to increase access to job opportunities in our community. Their collaboration with K2 Development will further enhance opportunities for job growth through the revitalization of the downtown area. We believe they have a clear and concise vision for downtown Redding that will draw people into the community and move our local economies in the right direction.

The Smart Business Resource Center thanks you for your consideration of this application and urges your support.

Sincerely,

A handwritten signature in black ink that reads "Debbie DeCoito".

Debbie DeCoito
Executive Director



The McConnell Foundation
Helping build better communities
through philanthropy



June 1, 2017

Shasta Regional Transportation Agency
Attn: Dan Wayne, Senior Planner
1255 East Street, Suite 202
Redding, CA 96001

Re: McConnell Foundation and K2 SRTA Planning Grant

Dear Mr. Wayne,

On behalf of its Board of Directors and 800 member businesses, the Redding Chamber of Commerce is pleased to extend its support to the combined efforts of The McConnell Foundation and K2 in the next round of the SRTA Infill Redevelopment Planning Grant.

We feel a local community oriented development team will best address the long term needs of our community and ensure the viability of Downtown Redding for years to come. We are enthusiastic their vision of downtown and the focus on community outreach embedded in their proposals process.

We are confident that the combined strengths of both organizations and positive results driven track records will ensure a successful project.

Sincerely,

Jake Mangas
President & CEO
Redding Chamber of Commerce
530.225.4433
jake@reddingchamber.com



The McConnell Foundation
Helping build better communities
through philanthropy

Shasta Living Streets

Better bikeways, trails, walkable cities and vibrant public places

May 17, 2017

Dan Wayne, Senior Planner
Shasta Regional Transportation Agency
1255 East Street, Suite 202, Redding, CA 96001

Re: McConnell Foundation and K2 SRTA Planning Grant

Shasta Living Streets enthusiastically supports the McConnell Foundation and K2 team for the planning grant, to prepare an application for the Affordable Housing and Sustainable Communities program. This local community-oriented development team has a unique ability to assess the needs of our community, address long term needs, and prepare a plan for redevelopment that will be most likely to receive state funding and help ensure the viability of downtown for years to come.

We believe our community has an exciting opportunity to build a great city for our residents by providing access for all-day, all-purpose trips for people walking and bicycling, and by combining this with easily accessible affordable housing to create transit-oriented and trail-oriented development in our region. This is not about thinking bikes are cool and it's not about weekend exercise and recreation in our beautiful parks and open spaces. Though those things are good too. We believe making bicycling, walking, and transit safe, accessible and convenient for everyday transportation brings tremendous advantages – it allows families to be healthy and save money on transportation, makes more vibrant and connected communities, and supports our local businesses by helping them attract customers, retain talented staff and attract tourists.

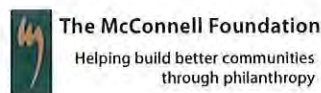
Shasta Living Streets is developing a series of programs, products and services to provide the types of things people need to support active lifestyles in our region in a transformative way, including a Bike Depot with multiple locations, with a flexible Bike Share system. We are excited to work with McConnell Foundation, K2, Shasta Regional Transportation Agency and other partners on developing a plan that directly addresses what people tell us they want: connectivity, safety and convenience in getting where they need to go in their daily lives.

Shasta Living Streets looks forward to working with the planning team on an innovative non-motorized proposal for a Bike Depot that offers excellence in amenities to serve daily active transportation with programs, education, outreach and incentives that serve people's daily needs while also reducing vehicle miles traveled.

Thank you for improving the health and wellbeing of individuals, families and businesses in our region by ensuring funding for these efforts that will bring essential infill development, downtown affordable housing improvements and a new generation of non-motorized facilities and services to our region.



Anne Wallach Thomas
Executive Director, Shasta Living Streets



VIVA DOWNTOWN REDDING

1725 Market Street Redding, CA 96001
Tel: (530) 243-7773 www.vivadowntownredding.com

Board of Directors

*Ronda Alvey Kenny Breedlove Ty Bos Josh Cuthbertson
Michele Goedert Sue Lang Larry Morgon Naomi Yamamoto*

May 30, 2017

Shasta Regional Transportation Agency
Attn: Dan Wayne, Senior Planner
1255 East Street, Suite 202
Redding, CA 96001

SUBJECT: Support for The McConnell Foundation and K2 SRTA Planning Grant Plan

Viva Downtown, a National Main Street Organization, supports The McConnell Foundation and K2 proposal in the next round of the SRTA Infill Redevelopment Planning Grant.

Viva Downtown is familiar with both organizations. Members of our group have had the pleasure of participating in successful projects conducted by both The McConnell Foundation and K2. We consider both organization to be good community stewards. We recognize this partnership will address long term needs in our community and ensure that downtown Redding becomes a place where people want to live work and gather.

We have read the partnership's proposed project description. We are keen to a new vision in Downtown Redding and appreciate the community outreach that The McConnell Foundation and K2 plan. Viva Downtown is confident that the combined strengths of both organizations will see a successful and sustainable completion of the proposed project's goals.

Sincerely,



John Truitt
Executive Director



The McConnell Foundation
Helping build better communities
through philanthropy

Our Mission
To actively preserve,
promote, and bring
to life the history
of Shasta County.



June 6, 2017

Mike Dahl, President
Denny Mills, Vice President
Dave Scott, Treasurer
Gail Davis Leonard, Secretary

Directors
Pat Carr
Joe Gibson
Bob Gullixson
Jim Huber
David Kehoe
Gary Lewis
Roger Longnecker
Michelle Maupin - Cornelius
Mike Moynahan
R. Russ Peterson
Charley Williams

Executive Director
Patricia Lord

1449 Market Street
Redding, CA 96001
530.243.3720
Fax 530.246.3708

shastahistorical.org

Attn: Daniel Wayne
Senior Transportation Planner
Shasta Regional Transportation Agency
1255 East Street, Suite 202
Redding, CA 96001

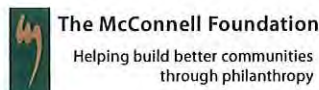
To Whom It May Concern:

I am the Executive Director of the Shasta Historical Society and I am writing in support of the McConnell Foundation and K2's application for the SRTA Infill & Redevelopment Incentive Program to investigate the development of property on California Street between Tehama and Placer. The Shasta Historical Society has worked with both the McConnell Foundation and K2's managing partner Daniel Knott and cannot speak more highly of their expertise and professionalism and the high quality of the projects they undertake. Without hesitation the Shasta Historical Society offers our endorsement for both parties.

The McConnell Foundation as well as K2 have demonstrated their commitment to revitalizing and thoughtfully developing downtown Redding. The McConnell Foundation has recently become involved in several downtown Redding projects and has the vision as well as the determination to guide projects from initial stages to fruition. Coupled with the skill, passion, and expertise of Daniel Knott and K2, any joint project will be well-designed, of significant benefit, and a long-term investment in the community. With assistance from the Shasta Regional Transportation Agency the thoroughness of the planning process, integration of initiatives, and success of the potential project is assured.

Sincerely,

Patricia Lord, Executive Director
Shasta Historical Society





Re: McConnell Foundation and K2 SRTA Planning Grant

Market St. Steakhouse and Shameless O'Leery's is pleased to extend our support to the combined efforts of The McConnell Foundation and K2 in the next round of the SRTA Infill Redevelopment Planning Grant.

I feel a local community oriented development team will best address the long term needs of our community and ensure the viability of downtown for years to come. Having been in business for over 10 years in the heart of downtown Redding, I'm enthusiastic about their vision and focus on community outreach embedded in their proposals process.

I'm confident that the combined strengths of both organizations and positive results driven track records will ensure a successful project.

Sincerely,

Kenny Breedlove



Shasta County Arts Council

June 5, 2017

To Whom It May Concern:

This letter is in support of the application from The McConnell Foundation and K2 Development Inc. for the SRTA Infill Redevelopment Incentive Program. As you may know, the Shasta County Arts Council believes that multi-modal transit and the trails system are significant to our community; so much so that we intentionally included the bike paths and downtown trail loop in our proposal for the Redding Cultural District. For this reason, we are carefully tracking local projects that connect culture and transit.

We are well-acquainted with the site for the proposed project, and as part of our preparation for the Cultural District bid, we studied the history of the 36 buildings that had been torn down when the parking structure was built on the current site. We applaud the vision of The McConnell Foundation and K2 to take a local leadership role in planning for a project which will once again restore mixed use of the area.

In contrast to outside developers, engaging a local team will ensure community benefit of this project beyond the specific development site. The positive, established relationship between Shasta County Arts Council and The McConnell Foundation in particular (including serving as core partners on the Cultural District bid) sets the stage for a vibrant, healthy, and thriving downtown.

If The McConnell and K2 teams are awarded the planning grant in order to move forward on the proposed project, Shasta County Arts Council would be a willing partner in thinking through how to activate the space. As you know, community spaces without local programming simply do not have the vitality we all seek in downtown Redding.

We hope you will strongly consider awarding this planning grant to The McConnell Foundation and K2.

Sincere thanks,

A handwritten signature in blue ink that reads 'Debra Lucero'.

Debra Lucero
Executive Director
Shasta County Arts Council

1313 Market Street • Redding, CA 96001-0611

530.241.7320 • www.shastaartscouncil.org • shastart@shastaartscouncil.org



Funded in part by the California Arts Council, a state agency; The National Endowment for the Arts, a federal agency; and the City of Redding.



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Helping build better communities
through philanthropy



Margaret R. Beck, CLU, ChFC, CEBS
Life & Health #0210657
Affiliated Beneficiary of the McCConnell Foundation, Suite B, Redding, CA 96001

(530) 225-8585
(800) 339-0446
FAX (530) 225-8581
mbeck1910@gmail.com

June 2, 2017

Shasta Regional Transportation Agency
Attn: Dan Wayne, Senior Planner
1255 East Street, Suite 202
Redding, CA 96001

Re: McConnell Foundation and K2 SRTA Planning Grant

Our organization is pleased to extend our support to the combined efforts of The McConnell Foundation and K2 in the next round of the SRTA Infill Redevelopment Planning Grant.

We feel a local community oriented development team will best address the long term needs of our community and ensure the viability of downtown for years to come. We are enthusiastic their vision of downtown and the focus on community outreach embedded in their proposals process.

We are confident that the combined strengths of both organizations and positive results driven track records will ensure a successful project.

Sincerely,

Margaret R. Beck CLU, ChFC, CEBS



The McConnell Foundation
Helping build better communities
through philanthropy



May 30th, 2017

Shasta Regional Transportation Agency
Attn: Dan Wayne, Senior Planer
1255 East Street, Suite 202
Redding, CA. 96001

Re: The McConnell Foundation and K2 SRTA Planning Grant

Friends of the Redding Trails is very pleased to extend our support to the combined efforts of The McConnell Foundation and K2 Inc. in the next round of the SRTA Infill Redevelopment Planning Grant.

This grant supports our organizations' goals of local community oriented development that will enhance and develop our downtown so that long-term viability and public access are at the basis of the project.

Given the track records and positive community results of The McConnell Foundation and K2 Inc. plus the plans we have reviewed, we are confident that this will be a successful project that will enhance our downtown district for many years to come.

Sincerely,

Linda Masterson
Peter Alexander
Co-Directors
Friends of the Redding Trails



June 6, 2017

To Whom It May Concern:

As you may know, Catalyst Redding Young Professionals is a collection of young professionals driven to improve our community's greatness through promoting cultural energy, collaborative philanthropy, and reinventing the vibe of Redding.

Since we began in 2010, we have taken great interest in downtown Redding, hosting dozens of events there over the years, including Banff Mountain Film Festival at the Cascade, TEDxRedding salons on the Promenade and Redding Beer Week events in multiple restaurants and bars downtown, just to name a few. A small but growing number of us live in downtown Redding or regularly bicycle through it, and we anticipate this phenomenon will grow over the coming years. Projects like this one further the goal of more available housing in the downtown core, true and safe transportation options, and intentionally sustainable buildings and lives at the heart of our city.

Given all of this, we have taken great interest in the prospect of a downtown development on the site where the parking structure exists today. We're energized that two local organizations that are held in high regard—The McConnell Foundation and K2—have teamed up to apply for the planning grant.

We are confident that these organizations would use a planning grant to contribute to reinventing the vibe of Redding, and we strongly recommend them for your consideration.

Catalyst is always looking to expand the sites where we offer community events and we are excited about the prospect of helping to activate the spaces of the proposed project.

Thank you for your consideration,

A handwritten signature in black ink, appearing to read "Brandi Greene".

Brandi Greene, Secretary
Catalyst Redding Young Professionals



The McConnell Foundation
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through philanthropy



June 6, 2017

To Whom It May Concern:

As co-owner of Theory Collaborative (located at 1250 California Street), I am writing as a neighbor in support of the proposed project by The McConnell Foundation and K2 for a vision of a revitalized California street in downtown Redding.

Theory Collaborative is dedicated to crafting outstanding coffee that stewards relationships and also cultivates community. As you may know, we have a coffee trailer as well as interior spaces that draw a vibrant community to our California Street location.

We take an active approach to programming the space through activities ranging from motorcycle ride meetups to Maker's Markets with a broad array of locally produced items—everything from leather goods to homemade cannoli.

We appreciate the vision of the proposed mixed-use project, the track record of the two organizations involved, and we would love to be a good neighbor to this project.

Thank you,

A handwritten signature in black ink, appearing to read "Sam LaRobardiere".

Sam LaRobardiere
Co-Owner/ Roaster
Theory Collaborative LLC

» APPENDIX 4:

CITY OF REDDING LETTER OF SUPPORT



CITY OF REDDING
777 CYPRESS AVENUE, REDDING, CA 96001
P.O. BOX 496071, REDDING, CA 96049-6071

OFFICE OF THE CITY MANAGER
BARRY TIPPIN, INTERIM CITY MANAGER
GREG CLARK, DEPUTY CITY MANAGER

May 26, 2017
A-050-035

Daniel Wayne, Senior Planner
Shasta Regional Transportation Agency (SRTA)
1255 East Street, Suite 202
Redding, CA 96001

Subject: Infill & Redevelopment Incentive Program Application, Cycle II
K2 Development Company, Inc. / The McConnell Foundation
1407 and 1641 California Street Project

Dear Mr. Wayne:

Please accept this letter of management support for the above-referenced project submitted by K2 Development Company, Inc. (K2) and The McConnell Foundation (McConnell) for consideration under the Infill & Redevelopment Incentive Program (IRIP) Cycle II.

The proposed project would redevelop two aging publicly owned parking structures on California Street and transform them into much-needed affordable housing, commercial uses, and public space. The result would be a dramatic and valuable step in the continued revitalization of Downtown Redding.

Downtown Redding is one of four "target neighborhoods" the City has focused its efforts and resources on over the last 17 years. The locally adopted plan that sets forth the direction for the City's revitalization efforts in Downtown is the Downtown Specific Plan (Plan). The Plan, which was adopted by ordinance in February 2001, is undergoing a complete update through the use of outside consultants and will guide the City's efforts to continue making its Downtown a vibrant and vital part of the community.

The City is currently partnering with K2 on the "Dickers" project, a four-story, mixed-use building that will transform the heart of Downtown with 79 units of market-rate and affordable housing, street-side commercial opportunities, and re-opened streets through the downtown core. The project is the recipient of a \$20 million Affordable Housing and Sustainable Communities grant, augmented by local affordable housing funds and other financing. K2 has been an excellent partner and the City is enthusiastic about this project and the benefits it will bring to Downtown Redding. The McConnell Foundation, too, has played a vital role in the betterment



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through philanthropy

» APPENDIX 4:

CITY OF REDDING LETTER OF SUPPORT CONT'D

Letter to Daniel Wayne
Re: IRIP Application – K-2 Development Company


May 26, 2017
Page 2

of Redding and has expressed a strong interest in playing a key role in the revitalization of Downtown. The City fully supports those efforts.

K2 / McConnell's proposal to redevelop the subject infill property demonstrates another opportunity for a development partnership to move forward and impact Downtown Redding. If K2 / McConnell is awarded IRIP funding, then predevelopment costs associated with infrastructure, civil and structural engineering, and building design could be accomplished to analyze and complete the due diligence necessary for the success of the project.

We appreciate the opportunity to participate with the application review process. Should the application move forward, the project support will be presented to the City Council for consideration. If you have any further questions or need additional information, please contact me either by telephone at (530) 225-4063 or by email at btippin@cityofredding.org.

Sincerely,


Barry Tippin
Interim City Manager

Z:\Documents\ACM\2017\05-26-17\Waynz.docx

c: Greg Clark, Deputy City Manager
Brian Crane, Public Works Director
Steve Bade, Housing Manager

RESPONSE TO SUPPLEMENTAL INFORMATION REQUEST

APPENDIX 2: REVISED

**Shasta Regional Transportation Agency
Infill & Redevelopment Incentive Program, Cycle II
Template Scope and Budget Proposal Worksheet**

Applicant Name:		<i>The McConnell Foundation / K2</i>				
Project Title:		<i>Block 7</i>				
		Fund Source				
		Name of Consultant or Responsible Party if Cash or In-kind	Amount SRTA Incentive Funds	Amount Matching Funds	Total Contract	Deliverables
Task 1:	Design and Engineering					
1.1	Site and Urban Planning	Design Workshop	\$ 15,800		\$ 15,800	Preliminary master plan for project site.
1.2	Architecture and Design	Kuchman Architects	\$ 40,000	\$ 52,400	\$ 92,400	Preliminary plans and use permit submittals for mixed use project components identified.
1.3	Civil Engineering and Traffic	Omni-Means	\$ 28,500	\$ 31,000	\$ 59,500	Preliminary civil design, base map, and drainage plans for entire project site.
Task 1 Subtotal:			\$ 84,300	\$ 83,400	\$ 167,700	
Task 2:	Technical Studies					
2.1	Parking Analysis	Watry Design	\$ 34,500		\$34,500	Final report and recommendations for long term parking strategies within the central business district
2.2	Transportation Engineering	Fehr and Peers	\$ 6,600		\$6,600	Recommendation on transportation related infrastructure improvement to be included as part of project scope and program components to ensure maximum GHG reductions and VMT reductions.
2.3	CalEEMod Calculations	Transform	\$5,000		\$5,000	Final report and data input for CalEEMod calculations for the AHSC Application.
2.4	Energy Calculations	E3	\$3,000	\$7,800	\$10,800	CUAC, and preliminary title 24 calculations to assist in grant preparation and project costing.
Task 2 Subtotal			\$ 49,100	\$ 7,800	\$ 56,900	
Task 3:	Feasibility and Costing					
3.1	Housing Market Studies	Raney Planning and Management	\$ 4,000	\$4,000	\$8,000	Market studies pertinent to both affordable and market rate housing project considerations.
3.2	Placemaking Market Research	People Place Position	\$0	\$15,000	\$15,000	Market research and merchandising recommendations for all retail components of project considered as part of the overall land use.
3.3	Professional Estimating	Sierra West Group	\$0	\$30,000	\$30,000	Professional estimated on all construction related costs associated with final project design.

Task 3 Subtotal			\$ 4,000	\$ 49,000	\$ 53,000	
Task 4:	Grant Preparation and Applications					
4.1	Affordable Housing Consultation and TCAC Application Preparation*	Patrick Sabelhaus Law	\$ -	\$150,000	\$150,000	Preparation of all housing related elements, TCAC applications and project feasibility studies associated with affordable housing related land use project components. <i>*For development of complete TCAC submittals and entity structure, not to be fully completed until standard agreements are issued.</i>
4.2	AHSC Grant Preparation and Quality Control	Grant Management Associates	\$20,900	\$21,600	\$42,500	Preparation of final grant and project management.
Task 4 Subtotal			\$ 20,900	\$ 171,600	\$ 192,500	
Task 5:	Community Outreach and Education					
5.1	Community Outreach	PlaceWorks	\$16,700	\$15,000	\$31,700	Final report for public outreach and stakeholder recommendations for consideration in project design.
5.2	Project Branding / Education	Market Street Marketing	\$0	\$12,000	\$12,000	Project branding package and informational documents for public engagement and project awareness.
Task 5 Subtotal			\$ 16,700	\$ 27,000	\$ 43,700	
Task 6:	Program Coordination					
6.1	Program Selection	To be completed internally		\$5,000	\$5,000	Develop list of programs for consideration of inclusion in the AHSC application and impact on scoring.
6.2	Project Development	To be completed internally		\$5,000	\$5,000	Selection and preliminary development of program(s) to be submitted as part of AHSC application.
Task 6 Subtotal			\$ -	\$ 10,000	\$ 10,000	
Total			\$175,000	\$348,800	\$523,800	

RESPONSE TO SUPPLEMENTAL INFORMATION REQUEST

APPENDIX 5: COSTS BY CONSULTANT

LEAD CONSULTANT: Kuchman Architects

Task #	Task Description	Page Reference	Class Rate	Principal Architect	Architect	Project Manager	Senior Draftsperson	Graphics Technician	Clerical	Supplies Reimbursables	Total Hours	Total	
1.2.1	Site Programming	21	175	10	15	120	105	85	75	\$ 460	144	\$ 15,630	
1.2.2	Prelim Design for Mixed-Use Market Rate Housing Site	21		28	60	20	134	74	25	\$ 450	341	\$ 38,385	
1.2.3	Prelim Design for Mixed-Use Affordable Housing Site	21		28	60	20	134	74	25	\$ 450	341	\$ 38,385	
Total											\$ 1,360	826	\$ 92,400

SUB CONSULTANT: Design Work Shop

Task #	Task Description	Page Reference	Class Rate	Principal	Project Manager	Landscape Architect	Project Assistant	Supplies Reimbursables	Total Hours	Total			
1.1.1	Site Programming	21	200	10	12	12	12	\$ -	46	\$ 6,080			
1.1.2	Schematic Design	21		6	12	12	6	\$ -	36	\$ 4,800			
1.1.3	Preferred Plan	21		6	12	12	6	\$ 120	36	\$ 4,920			
Total											\$ 120	118	\$ 15,800

SUB CONSULTANT: Omni Means

Task #	Task Description	Page Reference	Class Rate	Project Manager	Senior Tech.	Project Engineer	Engineering Technicia LS	Survey Technician	Admin.	Supplies Reimbursables	Total Hours	Total	
1.3.1	Base Map	22	190	2		10	52	8	20	2 \$ 1,420	94	\$ 12,200	
1.3.2	Preliminary Site Plans	22		10		18	24			1 \$ 5	53	\$ 7,115	
1.3.3	Master Plan Civil Support	22		9		40	112			2 \$ 15	163	\$ 19,745	
1.3.4	Use Permit Preparation and Processing	22		12		24	40			3 \$ 10	79	\$ 10,200	
1.3.5	Traffic Study	22		4	6		64			1 \$ 920	75	\$ 9,910	
1.3.6	GHG Analysis	22		1		1				\$ -	2	\$ 330	
Total											\$ 2,370	466	\$ 59,500

SUB CONSULTANT: Watry Design, Inc.

Task #	Task Description	Page Reference	Class Rate	Associate Principal	Staff Designer	Managing Principal	Supplies Reimbursables	Total Hours	Total				
2.1.1	Data Collection and Coordination	22	225	12	22		\$ -	34	\$ 6,000				
2.1.2	City Parking and Pricing Recommendation	22		20	26		\$ -	46	\$ 8,400				
2.1.3	Project Impact Study	23		24	13		\$ -	37	\$ 7,350				
2.1.4	Parking Financing Analysis	23				54	\$ -	54	\$ 9,450				
2.1.5	Report	23		10	5		\$ 300	15	\$ 3,300				
Total											\$ 300	186	\$ 34,500

SUB CONSULTANT: Fehr and Peers

Task #	Task Description	Page Reference	Class Rate	Lead Egninner	Engineer	Supplies Reimbursables	Total Hours	Total					
2.2	Transportation Engineering Consultation	23	225	13	19	\$ 160	32	\$ 6,600					
Total											\$ 160	32	\$ 6,600

SUB CONSULTANT: Transform

Task #	Task Description	Page Reference	Class Rate	Proejct Manager	Supplies Reimbursables	Total Hours	Total						
2.3	CalEEMod Calculations	23	150	33.3	\$ 5	33.3	\$ 5,000						
Total											\$ 5	33.3	\$ 5,000

SUB CONSULTANT: E3

Task #	Task Description	Page Reference	Class Rate	Pricipal	Energy Analyst	Administration	Supplies Reimbursables	Total Hours	Total				
2.4.1	Prelim Energy Modeling for T24	23	150	7	9	3	\$ -	19	\$ 2,535				
2.4.2	Prelim Energy Analysis TCAC	24		21	10	3	\$ -	34	\$ 4,770				
2.4.3	CUAC	24		21	0	3	\$ 75	24	\$ 3,495				
Total											\$ 75	77	\$ 10,800

SUB CONSULTANT: Raney Planning & Management, Inc.

Task #	Task Description	Page Reference	Class Rate	Division Manager	Ass. Division Man.	Project Manager	Housing Specialist	Supplies Reimbursables	Total Hours	Total			
3.1	Market Studies	24/25	150	4	8	20	40	\$ 200	72	\$ 8,000			
Total											\$ 200	72	\$ 8,000

SUB CONSULTANT: People Place Postion

Task #	Task Description	Page Reference	Class Rate	Pricipal	Supplies Reimbursables	Total Hours	Total
3.2.1	Retail Diagnostics	25	125	35	\$ 400	35	\$ 4,775
3.2.3	Future Assessment	25		25	\$ -	25	\$ 3,125
3.2.4	Diagnostic Data, Retail Market Analysis	25		40	\$ -	40	\$ 5,000
3.2.5	Preparation of Deliverables, Final Report	25		14	\$ 350	14	\$ 2,100

Total \$ 750 114 \$ 15,000

SUB CONSULTANT: Sierra West Group

Task #	Task Description	Page Reference	Class Rate	Project Estimator	Supplies Reimbursables	Total Hours	Total
				95			
3.3.1	Construction Cost Estimates		25	120	\$ 100	120	\$ 11,500
3.3.2	Housing Related Infrastructure Costs Estimates		26	40	\$ 100	40	\$ 3,900
3.3.3	Transit Oriented Development Cost Estimates		26	76	\$ 100	76	\$ 7,320
3.3.4	Offsite Transit Oriented Development Cost Estimates		26	76	\$ 60	76	\$ 7,280

Total \$ 360 312 \$ 30,000

SUB CONSULTANT: Patrick Sabelhaus Law

Task #	Task Description	Page Reference	Class Rate	Principal Attorney	Support Staff	Supplies Reimbursables	Total Hours	Total
				375	175			
4.1	Affordable Housing Consultation and TCAC App.		26	340	100	\$ 5,000	440	\$ 150,000

Total \$ 5,000 440 \$ 150,000

SUB CONSULTANT: Grant Management Associates

Task #	Task Description	Page Reference	Class Rate	Grant Writer	Supplies Reimbursables	Total Hours	Total
				165			
4.2	AHSC Grant Preparation and Quality Control		26	250	\$ 1,250	250	\$ 42,500

Total \$ 1,250 250 \$ 42,500

SUB CONSULTANT: Placeworks

Task #	Task Description	Page Reference	Class Rate	Principal	Project Manager	Engineer	Project Assistant	Supplies Reimbursables	Total Hours	Total
					200	150	110	80		
5.1.1	Public Engagement / Presentations		26	27	27		50	\$ 1,600	104	\$ 15,050
5.1.2	Agency Presentations		26	10	10		20	\$ 250	40	\$ 5,350
5.1.3	Programming Component		27	22	22		45	\$ -	89	\$ 11,300

Total \$ 1,850 233 \$ 31,700

SUB CONSULTANT: Market Street Marketing

Task #	Task Description	Page Reference	Class Rate	Principal	Supplies Reimbursables	Total Hours	Total
				125			
5.2.1	Project Branding		27	40	\$ 250	40	\$ 5,250
5.2.2	Communication Materials		27	40	\$ 250	40	\$ 5,250
5.2.3	Reaching the Local Audience		27	10	\$ 250	10	\$ 1,500

Total \$ 750 90 \$ 12,000

SUB CONSULTANT: In House (McConnell)

Task #	Task Description	Page Reference	Class Rate	Program Manager	Program Admin.	Supplies Reimbursables	Total Hours	Total
				125	85			
6.1	Analyze Programs for Various Agencies		27	30	10	\$ 400	40	\$ 5,000
6.1	Program Development		27	30	10	\$ 400	40	\$ 5,000

Total \$ 800 80 \$ 10,000

Project Total \$ 12,680 3329.3 \$ 523,800