

**RUSSELL WOODS /
NARDIN PARK**



NEIGHBORHOOD DEVELOPMENT & IMPLEMENTATION PLAN – Request for Proposals – April 2017



RUSSELL WOODS / NARDIN PARK - RFP #17BW953, City of Detroit, Office of Contracting and Procurement on Behalf of the Planning and Development Department, Maurice Cox, Director and Mayor Mike Duggan

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RUSSELL WOODS / NARDIN PARK

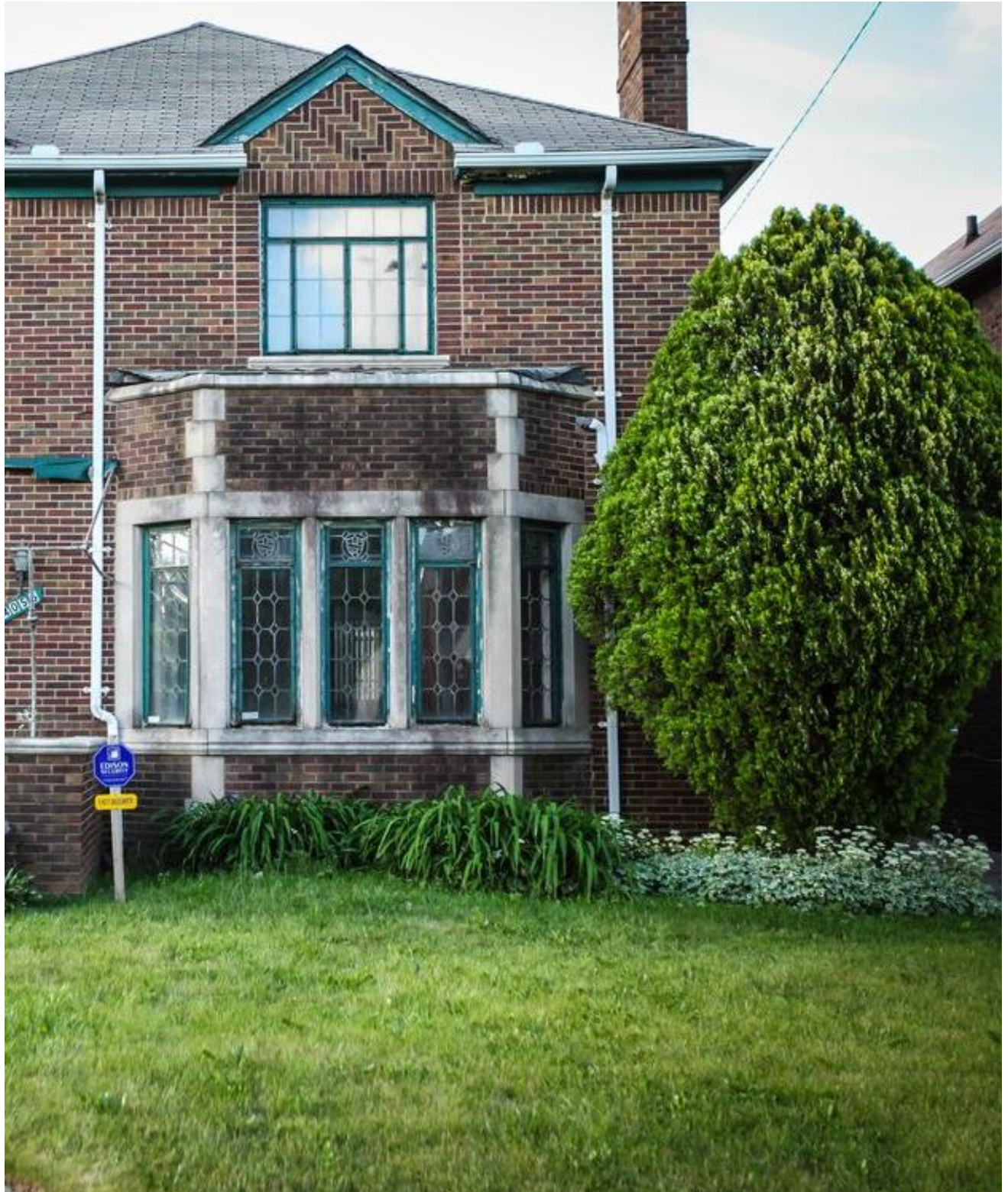
Neighborhood Development & Implementation Plan

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1.0

INTRODUCTION AND VISION

The City of Detroit's Planning and Development Department (PDD), Department of Neighborhoods (DON), the Mayor's Office, and the Housing and Revitalization Department (HRD) (hereinafter the "City") are seeking proposals from qualified design teams to develop a comprehensive neighborhood, landscape, and streetscape planning strategy for the Russell Woods / Nardin Park study area, which embraces neighborhoods with diverse levels of occupancy, various economic strength sectors, historic preservation and open space issues. This proposal seeks synergetic strategies that improve the quality of life for residents through the fortification of the existing housing stock, the preservation of the local historically designated neighborhood of Russell Woods, and strengthening economic corridors for both the regional-serving Livernois and Grand River corridors as well as the neighborhood-serving Dexter corridor. Additionally, the scope will seek innovative ways to provide a diversity of housing options, elevate economic vibrancy, and improve the overall landscape and open space strategy for the neighborhood.

Further to these planning efforts described above, this RFP seeks to recognize and protect a residential neighborhood within the Russell Woods / Nardin Park boundaries as a Conservation Overlay District that has the potential to maintain distinctive character, promote active pedestrian-friendly streets, support reuse of existing residential and commercial buildings, and promote retention of affordable housing. In addition, through the identification of commercial properties contiguous to these neighborhoods with potential for National Register designation, this project seeks to strengthen economic development through qualified historic rehabilitation tax credits. This project will establish the first Neighborhood Conservation Overlay Districts in the City of Detroit, serving as a pilot to highlight and protect, through a zoning overlay, the character of further neighborhoods not locally designated as historic districts within the City of Detroit by the locally historic designated neighborhoods.



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2.0

MINIMUM QUALIFICATIONS

Proposals will only be accepted from those design/ planning teams demonstrating a minimum of five (5) years of experience providing the services requested in this RFP. References that verify project experience should be provided.



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3.0

TEAM QUALIFICATIONS

Successful respondents to this RFP must present a team of individuals with a diversity of skill sets to produce and manage all required areas of the scope work. Some respondent firms may be multi-disciplinary enough to offer all of the necessary skills “in-house.” Well-developed proposals from either one single firm or a group of two or more firms are welcome and will be considered. The City strongly encourages respondents to consider inclusion of team members that are Detroit-based, a minority-owned business enterprise (MBE), women-owned business enterprise (WBE), and/ or otherwise have a substantive body of knowledge and/or experience within Detroit. The following is a detailed list of qualifications that the consultant team should provide, organized by area of expertise:

1. Project Management

- Demonstrates organizational excellence, assessment of range of real estate development, housing rehabilitation, workforce development, infrastructure, planning issues, financial evaluation, and cross-sector leadership
- Ability to oversee and manage efficient inter-agency processes and recruit stakeholders to facilitate timely decision making and project execution
- Ability to manage budget and schedule, including identifying when and where requested services are outside the contract scope of work
- The City encourages teams to include at least one local intern with interest in the areas of Architecture, Landscape Architecture, Engineering and Urban Planning or Design

2. Community Engagement Partnership

- The ability to engage and partner with Local City agencies such as the Department of Neighborhoods
- Extensive experience with integrating diverse communities into the planning process
- Successful engagement in communities of color, low income, and/or depressed markets
- Skill in researching and analyzing prior community planning documents and meeting with community stakeholders to establish implementation goals
- Ability to develop unique strategies based on local goals, building community assets, improving quality of life, and supporting viable mixed-use neighborhoods
- Ability to translate complex planning and engineering ideas and designs into informative and understandable presentations for a variety of audiences, as well as providing public presentations and exhibits in a variety of forums
- Willingness to work with local groups that have established neighborhood relationships to achieve community engagement goals
- Commitment to synthesizing citizen preferences with the City’s directives
- Exemplary record of partnering with public agencies on similar projects and implementing robust community engagement strategies to reach goals
- The City encourages teams to include a local artist with strong community ties.

3. Architecture, Landscape Architecture, Engineering, and Urban Planning and Design



- Consultant team(s) shall present professional qualifications and certifications, experience in developing master plans, design guidelines (including for sustainable, affordable, and market rate new or rehabilitated housing), and urban design visions for a comprehensive neighborhood framework for housing and the public realm, sustainable urban commercial development, and environmentally sustainable mixed-use development.
- Consultant team(s) shall demonstrate experience with technical design components such as infrastructure, alternative land uses (industrial, commercial, retail, institutional etc.), utilities, streetscape, and both transit-oriented and non-motorized design. They must also be able to identify physical assets worthy of preservation or adaptive reuse and have experience in deploying those strategies.
- Consultant team(s) shall have experience working with local municipal departments, especially relating to infrastructure improvements, parks, and public rights of way.
- Consultant team(s) must also have a strong record of robust inclusive design practices that integrate community feedback into the design process.
- Consultant team(s) shall illustrate experience with sustainable water features into streetscape projects landscape design, and public open space. Additionally, knowledge of landscape improvements such as urban reforestation, urban agriculture, and native landscapes.
- Consultant team(s) shall demonstrate a proven track record of developing connected networks of right of way improvements and streetscape improvements.

4. Professional with economic development, housing rehabilitation and vacant property reuse portfolio.

- Consultant team(s) must demonstrate experience identifying opportunities that support residential growth and attract new businesses and employment opportunities.
- Consultant team(s) must demonstrate strong understanding of public finance, economic analysis, residential rehabilitation, and real estate development.
- Consultant team(s) must demonstrate experience developing linkages between economic development, housing and green space/energy uses, and have working knowledge of metrics for measuring the benefits of the infrastructure on economic development, housing and revitalization (including brownfield revitalization).
- Consultant team(s) must demonstrate experience and strong thinking around workforce development and creating a vision for linking green infrastructure to jobs, housing and revitalization goals.

5. Architectural Historian, Historian, and Historical Architect Teams

Consultants must:

- Either meet the 36 CFR 61 professional qualifications established by the National Park Service for architectural historian, historian, historical architect, or assign 36 CFR 61 qualified personnel to perform the services and/or supervise other staff.
- Ensure that all work complies with the U.S. Secretary of the Interior's Standards, Guidelines and Criteria developed for the National Register of Historic Places, and be familiar with the literature on Conservation Districts.
- Have proven experience in the application of research methodologies such as conducting oral history projects and/or ethnographic studies.
- Have proven experience in conducting primary source research, writing a historic context narrative, writing National Register of Historic Places nominations, and documenting and assessing 19th and 20th-century architectural resources.



- Have an understanding of Design Guidelines, including for affordable and market rate new or rehabilitated housing
- Have experience working with local municipal departments, shifting codes and zoning overlay guidelines.

6. Technical Surveying and Mapping Specialization

- Knowledge in performing preliminary assessments of historical use to indicate potential soil contamination
- Demonstrated expertise and mapping proficiency with GIS and supporting graphic software to produce parcel level maps that show information; such as but not limited to: property ownership, zoning, site condition, vacancy and use; create additional layers to show topography, flow, and soil surveys.
- The City will provide access to existing data sets on parcel information and any supportive digital models and maps, as needed and necessary as a springboard to scope work. Geographic information provided by the City shall not be used as the sole authority for geographical information; therefore, the City will not be liable for any errors and omissions that may occur. It shall be the responsibility of the design team to validate geographical and site information.



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1. Project Boundaries

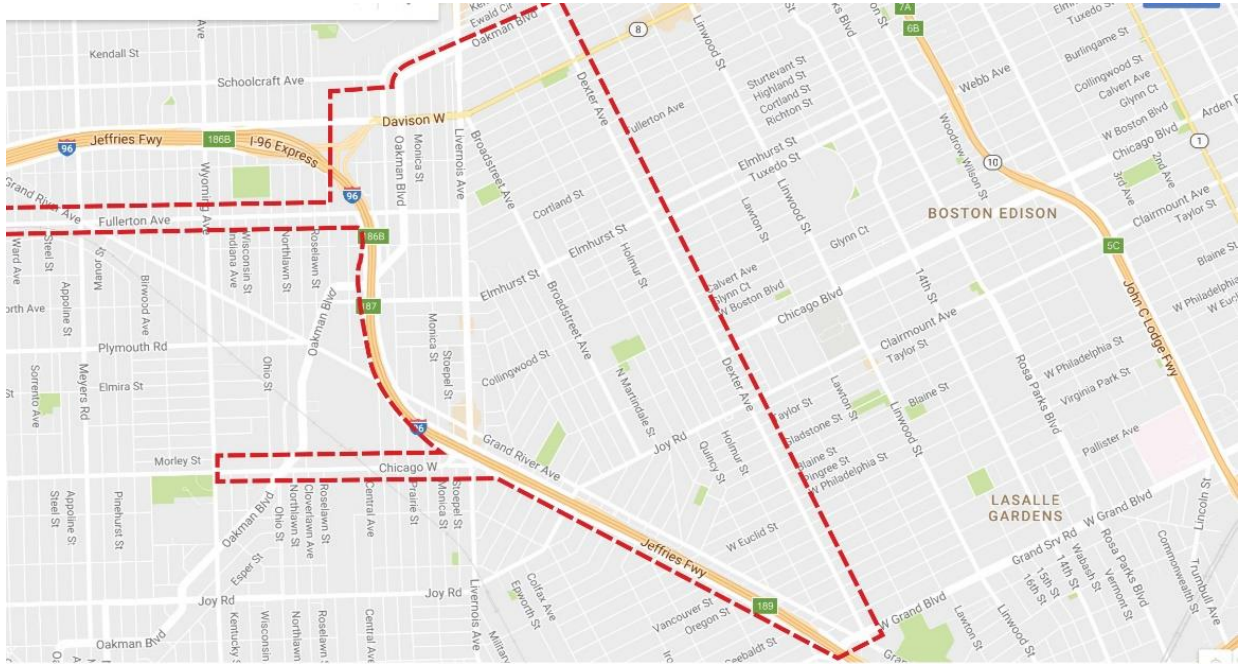


Figure 1 - RFP study area

The project area under consideration is bounded by Oakman Boulevard (north), Dexter Avenue (east), West Grand Boulevard (south), and Grand River Avenue and I-96 (west). Potential linear sections along Fullerton and Chicago are also included in an effort to connect to a future Inner Circle Greenway trail along an old CONRAIL rail corridor (collectively, the “RFP Study Area”). Included in this region are the contiguous neighborhoods of Russell Woods and Nardin Park, which are the focus of this planning study.

The RFP Study Area has some viable opportunities with Russell Woods as the designated local historic district to the north with low vacancy and historic bungalow style brick homes throughout. In contrast, the Nardin Park neighborhood contains a mixture vacant of homes and vacant land with a few streets comprised of brick and frame single-family homes, early twentieth-century apartment buildings, and two historic churches that surround the Nardin Park open space. The neighborhood hosts some potential economic opportunities in and along commercial pockets and corridors, and has a mixture of population densities, demographics, and housing conditions. Neighborhood groups have expressed an interest in studying the viability of Dexter as a neighborhood-serving commercial district and how to



improve the economic viability of Livernois as a regional economic development hub with potential for light industrial and workforce development initiatives.

2. Neighborhoods

Russell Woods and Nardin Park have many strengths and challenges within their residential neighborhood context. The neighborhoods contain strong community organizations, active religious institutions, and two retail corridors in need of a vision. Russell Woods, bounded by Oakman Boulevard (north), Elmhurst (south), Livernois (west), and Dexter (east), has a local historic designation and a stable community with many homeowners. The area has historically been an important middle class African American neighborhood composed of professionals and strong religious institutions. The neighborhood was seen by many educated African Americans as one of the only places they were allowed to live in Detroit due restrictive covenants that existed in many neighborhoods throughout the City. Russell Woods has well maintained bungalow homes, with manicured lawns and an organized neighborhood association that monitors preservation of the historic district. Area homeowners have expressed a need to stabilize surrounding communities, in an effort to preserve the strength of their existing neighborhood.

The northern portion of the RFP Study Area contains another local historic district called the Oakman Boulevard Historic District. Developed by Robert Oakman and John Dodge during the 1920s, the District is bounded by historic homes on both the north and south portion of the boulevard.

The most attractive homes built along Oakman Boulevard are found between the intersection of Oakman Court – a branch of Oakman Boulevard-and Linwood and the intersection of the Oakman Court and Davison. These homes specifically are large, attractive brick colonial and Tudor homes with well landscaped yards.

Nardin Park, which begins south of Elmhurst Street and extends south of West Grand Boulevard, suffers from disinvestment, blight, and vacant schools and churches. The highlight of the neighborhood is the actual Nardin Park and the surrounding buildings, which include two existing National Register of Historic Places (NRHP) eligible churches with strong community ties as well as some historically eligible vacant multifamily buildings both of which could be candidates for both rehabilitation and historic designation. This area also contains some vacant residential single family homes that could be rehabilitated as well as vacant land that could be utilized as potential greenway that connects the park to the future Inner Circle Greenway.

The neighborhoods have a strong historical story as it relates to the growth of Detroit. The Russell Woods neighborhood has always been a strong base of religious strength, historical activism, and music including some of the first jazz districts along Dexter. The community has a particular interest in music and their historic attachment to their growth as a viable sector for both stabilization and future redevelopment. Utilizing the Livernois and Grand River corridors sections of the scope boundary as regional hubs for economic development as well as the Dexter Corridor as their main street and place for community investment and entrepreneurship.

3. Landscape Opportunities

The City sees the existing parks, vacant land, and other infrastructure elements throughout this neighborhood as an opportunity to beautify with landscape. A landscape strategy that looks to connect



the neighborhood to elements such as the future Inner Circle Greenway bike trail and existing parks are simply additional avenues for landscape beautification.

A potentially viable concept could involve a greenway through the Nardin Park neighborhood due to the amount of contiguous vacant land and a potential connection to existing open space parks. The vacant school sites also present an opportunity for ideas that could include urban reforestation, native landscape, and open space trails.

4. Economic Development

Because of the hard work of many local partners and community groups the economic development focus of the RFP will be structured around the Livernois and Dexter corridors. The Russell Woods Neighborhood Association (RWNA) is just one example of a strong partner that the City has been coordinating within the RFP Study Area. RWNA has the responsibility of maintaining and strengthening the existing Russell Woods Local Historic District but would like to see Dexter as its main street for economic development.

The Livernois and Grand River corridors present a whole new set of challenges as places that can potentially be regional economic development centers for job opportunities, small business development, workforce development, and potential light industrial opportunities.

The City views Nardin Park and its surrounding infrastructure of multifamily buildings as potential opportunities for housing redevelopment that could stabilize the entire community. Because of the beauty of the park, and the NRHP-eligibility of these multifamily buildings, the City needs to understand the economic viability of these rehab efforts as well as the surrounding properties' potential to enhance the significance and history of the park.

5. Embedded Project Components

In addition to strategic thinking around neighborhood strategy, this RFP is distinct in that it also includes two tangible development projects that chosen design teams will help steer towards implementation when the planning and design period for this RFP concludes. These two projects are as follows:

- **A Neighborhood Greenway / Complete Street that Connects Russell Woods to the Inner Circle Greenway (ICG):** The ICG provides an opportunity to connect the larger greenway system in Detroit to Russell Woods and its parks via an internal greenway or complete street.
- **A Greenway / Complete Street that connects Nardin Park to the Inner Circle Greenway:** Because of the vacant land and vacant school sites that exist within Nardin Park, there is tremendous potential to establish an internal neighborhood greenway that not only connects existing open space sites throughout the neighborhood but also connects this neighborhood to the future ICG.



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5.0

SCOPE OF SERVICES AND DELIVERABLES

5.1

RESEARCH, COMMUNITY ENGAGEMENT & COMMUNICATIONS

5.2

LANDSCAPE ARCHITECTURE, SUSTAINABILITY: DESIGN & DEVELOPMENT

5.3

STREETScape & CONNECTIVITY

5.4

ECONOMIC DEVELOPMENT, HOUSING DEVELOPMENT

5.5

HISTORIC PRESERVATION: CONSERVATION DISTRICT OVERLAY STUDY

5.6

ZONING



The City has undergone many robust community-led and philanthropically funded planning initiatives. Consultant team(s) shall understand that their work will use these platforms and their respective outcomes as a reference to launch their design and development work for this RFP scope. The City will provide the selected design team an on-boarding package and a schedule of on-boarding orientations with key stakeholders when the contract commences. The following describes the initial tasks the design team will need to perform to better inform their planning approaches and design strategies as well as successfully communicating project intentions to the residents, public agencies, and partners:

TASKS

5.1.1 ADMINISTRATIVE/ ON-BOARDING PROCESS

- Kick-off meeting to define team roles and decision-making structure, major milestones and goals, disseminating and understanding the scope, and the final deliverable for the Framework Plan.
- Define project role matrix, graphically and in written text, from the selected team.
- Provide a meeting schedule
- Identify project manager for the selected team to be point of contact for The City
- Define public/stakeholder participation process that includes – but not exclusive to - residents, merchants, institutional, manufacturing, government, and educational.
- The City shall provide a list of city departmental level contacts to the selected team for their reference and use
- The Consultant team(s) shall define and communicate necessary data required from the City for the development of the Framework Plan

5.1.2 COMMUNITY ENGAGEMENT

The City of Detroit Department of Neighborhoods (DON) and the Planning and Development Department (PDD) will be the primary lead of community engagement initiatives, RFP Lead Team and engagement sub-consultant will be an extension of the City of Detroit and cannot act or speak independently from the City of Detroit regarding planning efforts in RFP boundary.

Responsibilities

- The City of Detroit Department of Neighborhoods (DON) and the Planning and Development Department (PDD) will;
 - As invited, City of Detroit to be consistently present at recurring monthly community meetings hosted by neighborhood community groups and block clubs in the RFP planning area
 - Outline community engagement vision and objectives
 - Facilitate kick-off conversations between engagement staff consultants and community



- stakeholders
 - Identify engagement event sites
 - Identify engagement event dates and meeting times
 - Steer engagement planning to ensure engagement vision and objectives are met
 - Provide direction and and/or templates for all print and digital communication to be used throughout the planning process
 - Provide approval for all engagement efforts conducted by RFP lead team and their engagement sub-consultants
 - Deliver public presentations and intake and provide responses to all project inquiries
- The RFP Lead Team and / or engagement consultant will:
 - Produce and cover costs for all print material to be used to communicate and execute engagement events; These products include flyers/postcards, advertisements to announce planning meetings, trifold and educational handouts for residents, survey material, posters, and exhibition material
 - Assist the City with meeting agendas, verbal presentations, and/or producing graphics, documents, and PowerPoints for approximately **6-10 (+/-)** community engagement, strategic task force sessions, and/or education efforts throughout the entire planning and design process.
 - Provide assistance to the City of Detroit with any social media communication
 - Craft and execute feedback gathering activities, including discussion facilitation
 - Meet with The City (Department of Neighborhoods & PDD) to coordinate government departments, philanthropic and non-profit organizations, and private sector partners needed to develop an understanding of funding streams - *minimum of four meetings*.
 - Integrate stakeholder input into design schemes
 - Administrative Project Updates:
Engage in regularly scheduled bi-weekly project meetings either by phone or in person when aligned with scheduled in-person visits.
 - Document engagement events and community conversations through photography and / or audio/visual media. Digitally record and synthesize community feedback through text, spreadsheet data analysis, and infographics to communicate findings in effective ways to reveal key neighborhood wants and needs
 - Present design concepts, findings and recommendations to City Departments, City Council, public hearings, and other regulatory agencies as needed (4 min)

5.1.3 CURRENT & PREVIOUS LAND-USE AND DATA COLLECTION

- Review and evaluate existing planning studies and other supplemental documents to develop framework strategy
- Code Analysis - Review and assess existing planning documents, recently approved development proposals, existing conditions, historic elements of design, land use



- regulations, building code, and zoning classifications
- Describe current geography, history, historic resources, economic development conditions, and existing housing market based upon available data.
 - Develop a map to identify neighborhood, commercial/ manufacturing, residential and social assets and key institutional anchors within framework plan research area and planning nodes:
 - Gain firm understanding of all State, City, and local community-led planning efforts conducted in this RFP Study Area to form the basis for all planning conducted under this RFP.
 - Demographic information on population, employment, property attributes, land use, zoning, property values, housing conditions, identifying single family and multifamily rehabilitation or strategic demolition opportunities.
 - Urban Streetscape - Conduct comprehensive condition assessment and analysis of physical features, including: existing built conditions, historic elements of design, street grid pattern, existing lighting, lot size, topography, landscaping, existing tree cover, parks and open space, as needed to inform plan



5.1 DELIVERABLES

D5.1A EXECUTIVE SUMMARY: PLANNING ANALYSIS and COMMUNITY TIES

This concise yet comprehensive executive summary and illustrative graphics should 1) provide a summary of each recent and concurrent neighborhood planning effort and summarize key similarities and differences between each effort and identify additional insights gained during the planning period and 2) provide succinct summaries of current conditions and neighborhood needs.

D5.1B ENGAGEMENT SUMMARY

Assemble a concise yet comprehensive summary that depicts and documents the process and methodology of informal and formal community engagement sessions conducted during the planning process. Additionally, provide Appendix Exhibits that document community engagement schedule, handouts, and photo documentation of each community session.

D5.1C PUBLIC PRESENTATION

Comprehensive Neighborhood Plan: Graphic exhibit boards (min 24" x 36"), community meeting summary notes, presentation materials, copies of all presentations in PPT or PDF format



The landscape opportunities of the Russell Woods / Nardin Park scope will include existing open space systems, new greenways, vacant land, and large blocks that were former school sites. Each site presents a unique opportunity to create landscape strategies that can be both functional in their use such as a greenway that connects to the open space systems, or an urban reforestation strategy that could be utilized on larger blocks. Each strategy should be coordinated with the available land.

TASKS

5.2.1 EXISTING CONDITIONS/SITE READINESS

- Reference and analyze research material compiled by design team and/or provided by City and examine site conditions, previous land uses, environmental reports to better understand soil conditions, hydrology, landscape challenges as well as identify viable vacant land parcels for future landscape/urban reforestation strategies.

5.2.2 MASTER LANDSCAPE STRATEGY

- Current Open Space Utilization
Collaborate with GSD to understand the current utilization of existing parks and the potential to both maintain our existing tree infrastructure.
- Neighborhood Design Strategy / Land Stewardship
Identify and design strategies for vacant land and parcels to be utilized in neighborhood interior that creates a network of enjoyable community spaces for neighborhood and City residents.

5.2.3 CORRIDOR GREENWAY / LANDSCAPE DESIGN STRATEGY

- Stabilize existing north-south corridors along Livernois, Dexter, and portions of Grand River utilizing streetscape initiatives. Define strategies that identify and streetscape design along stretches of existing corridors such as Fullerton, Chicago, or Davison as well as vacant land along east-west thoroughfares that can be improved to support City and community-led open space efforts and improve the travel experience through the neighborhoods.
- A special attempt should be made to identify the best greenway or complete street strategy to connect the neighborhood to the future Inner Circle Greenway. Due to our current initiatives within other neighborhood study areas, we expect to have many approved alternatives / examples that may be relevant to these corridors and greenway initiatives. Alternatives that will stress connectivity and safety along corridors. Hence, we may have streetscape standards established that help utilize existing work that is currently underway.
- Connections Strategy:
Identify and design strategies for additional smaller-scale greenway connections and opportunities that can extend within and throughout the RFP Study Area (as needed and as appropriate).



- **Urban Reforestation:**
Identify and design large scale contiguous vacant land conditions that allow proposed urban forestry initiatives within RFP boundary to benefit residents and support intentional land stabilization efforts

5.2.4 PROJECT ANALYSIS AND DESIGN

- **LAND STEWARDSHIP OF VACANT LAND**
Conduct survey work, feasibility studies, and design concepts to propose a phased approach for the utilization of vacant land within the Nardin Park neighborhood, paying specific attention to large areas such as the former Birney Elementary School site between Richton (north), Duane (south), Holmur (west), and Petosky (east). Larger areas may need other alternatives such as an urban reforestation strategy or other strategies for large contiguous blocks. There are other vacant school sites such as the Detroit Transition School West located on Collingwood that may need a strategy as well.
- **URBAN GREENWAYS**
Conduct survey work, feasibility studies, and design concepts to propose greenway connections that extend through the Nardin Park and Russell Woods neighborhoods to the future Inner Circle Greenway.
- **FUTURE PROJECT FEASIBILITY STUDY**
Using Master Strategy framework developed above, along with community input, develop a landscape summary that includes a priority list of feasible landscape projects that can be executed in the next 18-24 months, and identify potential funding sources and financing schemes.
 - Create illustrative plan of proposed public space and streetscape improvements
 - Develop streetscape and open space, urban design standards and typical sections, elevations, and 3-D renderings to illustrate principles
 - Create illustrative renderings at key locations to describe planning vision and highlighting cultural heritage of the Nardin Park and Russell Woods neighborhoods.
 - Implementation and maintenance strategy including phasing, roles, and funding sources



5.2 DELIVERABLES

D5.2A EXISTING CONDITIONS REPORT

Provide detailed written and visual report that documents existing land and flood patterns, land typologies, lot sizes typologies, lot sizes, topography, tree cover, parks, and available open space within RFP Study Area to support design recommendations.

D5.2B MASTER LANDSCAPE DESIGN

Produce a landscape design strategy for entire RFP Study Area that illustrates the design vision and recommendations through map graphics and illustrative renderings at key locations.

D5.2C RUSSELL WOODS AND NARDIN PARK GREENWAY

Define locations and character through renderings, plans, sections and graphics that allow the City and its partners to develop an agreed upon strategy of the Greenway that could connect to the “Inner Circle Greenway” from both Russell Woods Neighborhood and Nardin Park.

Additionally, we ask that the consultant establish a timeline strategy for the eventual implementation strategy of how these specific projects can occur.

D5.2D URBAN LAND STEWARDSHIP of VACANT LAND (EXTENSIONS INTO NEIGHBORHOODS) PHASING

Identify locations and produce plans, graphics, and renderings that identify an opportunities for vacant land strategy interventions on vacant land with some special attention / strategies for large blocks such as the former Birney Elementary School site with potential Greenway /open space, urban reforestation and pedestrians pathways connections throughout the neighborhood.

D5.2E SCHEMATIC / DESIGN / CONSTRUCTION DRAWINGS

Produce schematic design, design/development documents, and technical specifications robust enough to produce realistic cost budget for any other projects identified in the planning process.



Connective infrastructure and mobility opportunities between disparate neighborhood entities is a high priority. The current connectivity and physical condition of the neighborhood streets, sidewalks, and alleys in the RFP scope boundary vary widely. Consultant team(s) shall survey existing conditions, reference existing local, state, and/or federal transit and transportation authority efforts, and to build upon current initiatives and strategic thinking to envision long-term and sustainable strategies that will improve access and mobility through and to adjacent neighborhoods and outlying communities.

TASKS

5.3.1 EXISTING CONDITIONS

Conduct comprehensive assessment and survey of existing streetscape, sidewalks, and existing transit/mobility options and strategies for a wide variety of users inclusive of youth, the elderly, and people living with disabilities.¹

5.3.2 MASTER STRATEGY

- Opportunities for Solutions

Investigate, identify, and map re-occurring neighborhood conditions that may require specific infrastructural interventions, streetscape design tactics, traffic-calming needs, neighborhood branding (graphics) / way-finding signage, lighting strategies, and installation of security cameras.² The emphasis should be on the Dexter and Livernois corridors with some investigation into the east-west corridors of Davison, Fullerton, and Chicago.

- Connections Strategy

Identify and design strategies with viable street sections to enhance connectivity, safety, and vibrancy between and through neighborhoods as well as connecting open space and greenway systems, including a comprehensive mobility strategy for the two major corridors of Livernois and Dexter as well as any greenways along Fullerton, Chicago, and Davidson that extend through the neighborhoods and connect to the Inner Circle Greenway.

- Transit and Mobility Strategy

Identify and design strategies to strengthen existing and proposed citywide public transit and mobility initiatives for a wide range of users inclusive of youth, the elderly, and people living with disabilities. This includes an investigation into the concepts of creating a complete street strategy along viable economic development corridors with the priority being Dexter and Livernois.

¹ i.e. consider safety conditions including quality of hardscape materiality and conditions, lighting infrastructure, tree integrity and canopy conditions, medians, landscape features, lighting, signage, pedestrian, bicycle, and/or auto accidents, physical characteristics of street, bicycle and pedestrian grid network

² i.e. work closely with engineering and design teams to ensure strategies are closely integrated to promote safety, accessibility, user-friendliness, and low-maintenance operation



5.3 DELIVERABLES

D5.3A EXISTING CONDITIONS REPORT

Provide a detailed written and visual report that documents existing physical streetscape conditions and mobility circulation and challenges for a wide variety of users inclusive of youth, the elderly, and people living with disabilities.

D5.3B STREETScape/ MOBILITY

Produce a streetscape and mobility master strategy for the **Dexter** corridor from Oakman to Grand Blvd. and **Livernois** from Oakman to Grand River specifically within the RFP boundary that illustrates design vision and recommendations through map graphics, sections and illustrative renderings at key locations. The master strategy should highlight key neighborhood streets and segments needing critical streetscape and/or infrastructural improvements to support housing, commercial, and neighborhood strength. Additionally, we should review public transit and suggest any improvements based on the overall suggested improvements of the streets

D5.3C DESIGN GUIDELINES

Provide a booklet outlining prototypical streetscape design guidelines that outlines conditions that will require specific interventions to improve safety and increase neighborhood vibrancy.

D5.3D STREET IMPROVEMENT INDEX

For recommended sidewalk and streetscape resurfacing and repair, or complete street development, produce an illustrative report with key sections and elevations, that identifies the essential elements of the new streetscape.

D5.3E MAINTENANCE MANUAL

In collaboration with community partners and City agencies, compile maintenance agreements that outline long-term maintenance strategies for streetscape and mobility initiatives.



The region covered in this RFP scope contains rich physical, historical, and cultural assets that can be targeted for reinvestment and development. This scope of work is asking the design team to understand the existing conditions in the RFP scope boundary and assess its capacity to preserve existing and/or support new economic and housing development. Design team will work in collaboration with City of Detroit departments and agency partners (see Appendix), as well as other key development stakeholders to produce a coordinated master framework for future development.

TASKS

5.4.1 EXISTING CONDITION EVALUATIONS

Investigate, reference, and/or analyze pre-existing research material compiled by design team and/or provided by City and its partners during the onboarding phase to assess and inventory existing and current economic development and housing development projects and preservation efforts under construction or in city's pipeline.

5.4.2 DEVELOPMENT MEMORANDUM ("Investment Memo")

Develop a consolidated memorandum that presents a phased implementation plan for the development components of the master plan vision, supported by market and financial feasibility analysis. The memorandum should include, at a minimum, the following separable components that succinctly describe the development implementation strategy and rationale:

- **Market Analysis**
 - Identify and review all recent and/or concurrent market analysis studies relevant to the RFP study area, including, but not limited to, the East Riverfront Planning Study, Inclusionary Housing Market Analysis, Livernois-McNichols Commercial Corridor Redevelopment Plan, and any other publicly available sources. (See 5.4.3, below) Collect additional data and complete analysis needed to assess indicators for economic development including retail and housing development interest and opportunities throughout the complete RFP study area. The Market Analysis should consider the current conditions within the RFP Study Area but should also consider the neighborhood, citywide, and regional context and market.
- **Opportunity Sites**
 - Identify and prioritize prime development sites within the RFP study area. These sites can be publicly or privately owned, and can include commercial (see 5.4.3), residential, mixed-use, single-family stabilization, historic preservation, or adaptive reuse opportunities. In coordination with PDD and HRD, a minimum of three (3) housing or mixed-use 'Opportunity Sites' will be identified to develop feasibility studies for [see D5.4.2B for details]. These feasibility studies will be structured so as to be immediately usable as a supplement to a development RFP.



▪ **Master Development Strategy**

- Using a master planning and strategy framework, along with community input, develop a priority list of near-term development projects that can be executed within 18-24 months of contract start (including both Opportunity Sites and other projects), as well as 5-year, and complete neighborhood build out scenarios.
- Financing: In collaboration with City staff, partners, and other stakeholders, provide estimated development budgets for project implementation of the 18-24 month scenario, and identify potential financing and funding sources.
- Implementation: In collaboration with City staff, partners, and other stakeholders, recommend phasing of the 18-24 month scenario outlined above. Phasing recommendation should consider accessibility and availability of financial resources.
- Development Strategy: In collaboration with City staff, partners, and other stakeholders, identify additional opportunities for complementary economic development activities including adaptive reuse, commercial façade improvements, renewable energy districts, local workforce training sites, and parking strategies, to strengthen long term neighborhood residential and commercial vibrancy; corridors to consider but not exclusive to are (Livernois, Dexter, Grand River).

5.4.3 ECONOMIC DEVELOPMENT

- Business Attraction & Retention: DEGC is running a concurrent Retail Market and Opportunity Analysis that addresses this topic. The Retail study deliverables will include leakage and demand modeling for retail types, commercial site opportunity assessment, development scenarios and space planning, and marketing materials for priority properties as well as whole neighborhood commercial corridors. The intention is that the products from the Retail study will be developed in a coordinated manner with this RFP scope of work and then folded into the Master Development Strategy and Opportunity Site components of the final Development Memorandum.
- Branding & Marketing: DEGC is running a concurrent Retail Market and Opportunity Analysis that addresses this topic. As with Business Attraction & Retention, the output of this scope should be reviewed and coordinated with in development of the comprehensive Master Development and Implementation Strategy.



D5.4.1 EXISTING CONDITIONS SURVEY

Provide a detailed written and visual Existing Conditions Report that maps and locates 1) all existing and current commercial and residential opportunities and projects in the development pipeline and 2) all notable physical assets¹ within the RFP scope boundary to be considered in the City's preservation and development strategy as opportunity sites.

D5.4.2A MARKET ANALYSIS

Provide a written summary of significant market indicators for the complete RFP Study Area for both single- and multi-family residential. Report should build off of all recent and/or concurrent studies identified in the Scope of Services, as applicable. Deliverables should include analysis, graphics, charts, and maps of findings by theme, as appropriate.

General: Market analysis should include population demographics and trends.

Residential: Residential analysis should include, but not be limited to: current per square foot construction costs (new construction, rehabilitation, and historic preservation) and other development costs; current average rental and for-sale rate range; and unit counts.

Retail: DEGC is running a concurrent Retail Market and Opportunity Analysis that should be reviewed and coordinated with.

D5.4.2B OPPORTUNITY SITES

Historic Preservation: In collaboration with PDD Historic Preservation staff, define the strategy and process for identifying physical and cultural assets within neighborhoods, along prominent commercial corridors, designated local and national historical registers and districts, and determine the strongest candidates to incorporate into master development strategy, if applicable.

Retail: Commercial, mixed-use and retail opportunity sites should be coordinated with the DEGC Small Business, Real Estate Development, and Motor City Match programs, and with the concurrent DEGC Retail Market and Opportunity Analysis.

Housing: In coordination with PDD and HRD, determine a minimum of three (3) housing or mixed-use opportunity sites to develop feasibility studies for. Note that opportunity sites may include adaptive reuse and single-family stabilization opportunities. Feasibility studies shall consist of site-relevant development and design analysis:

- Summary of relevant market analysis
- Schematic Level Development Budget, based on design analysis
- Design analysis (as relevant to project type):
- Citywide Location map: indicating the site location relevant to other major districts and street network;
- Site Context Map: showing adjacent zoning districts, right of way, etc.
- Site Capacity Analysis: showing information including land use intensity, FAR, estimated unit counts, and square footage of uses including parks and open space
- Parking Spaces Required: including off-street and on-street parking anticipated (e.g., surface, structured parking)

(continued)



- Two Alternative Schematic Site Plans: to the appropriate scale (including graphic scale) showing relevant site building information, including area square footage, building heights, setbacks, r-o-w, number of parking spaces
- Generic Building Elevations for the purpose of indicating general character and relationship to adjacent existing site conditions/buildings
- Street Profile Sections or perspectives of the urban character of the development

D5.4.2C MASTER DEVELOPMENT STRATEGY

- Comprehensive Development Framework: Building off development frameworks currently envisioned by City departments, agency partners, and key development stakeholders, produce a strengthened and coordinated master plan for the RFP Study Area that identifies strongest development opportunities and rationale for preservation, adaptive reuse, commercial façade improvements, new economic development sites, workforce training sites, new or rehab mixed-use medium density multifamily development, single-family housing rehabilitation, and parking strategies. Using this master planning and strategy framework, along with community input, develop a priority list of near-term development projects that can be executed within 18-24 months of contract start, as well as 5-year, and complete (10+ year) neighborhood build out scenarios.
- Financing: Provide a summary report identifying typically available funding sources, incentives, and abatements currently available for near-term development in the RFP study area.
- Implementation: Develop a report that 1) documents and describe projects currently in the city pipeline that fit into the comprehensive development framework developed above, and 2) identifies and prioritizes prime development sites, considering near-term catalytic development projects and supporting public realm improvements that can be implemented within 18-24 months of contract start. Narrative summary of recommendations, partnership opportunities, and implementation capacity.



HISTORIC PRESERVATION: CONVERSATION OVERLAY DISTRICT The City boasts a large number of Locally Designated Historic Districts, and National Register of Historic Place listings. Embracing neighborhoods with diverse levels of occupancy, economic strength, and significant building stock, this project seeks to preserve distinct neighborhood character through a community-based approach that recognizes social, cultural, and architectural significance of place. Such neighborhood character is likely to be discovered through non-traditional techniques such as oral history and ethnographic studies. This project seeks to recognize and protect these neighborhoods as Conservation Overlay Districts that have the potential to maintain distinctive character, promote active pedestrian-friendly streets, support reuse of existing residential and commercial buildings, and promote retention of affordable housing. In addition, by identifying commercial properties contiguous to these neighborhoods with potential for National Register designation, this project seeks to strengthen economic development through qualified Historic Rehabilitation tax credits. This project serves as a pilot Neighborhood Conservation Overlay District to highlight and protect, through a zoning overlay, the character of neighborhoods not Locally Designated.

TASKS

5.5.1 RESEARCH

Conservation Overlay District Research

- The consultant/team shall perform a comprehensive review of Conservation Overlay District literature and Zoning Ordinance language, in order to document best practices for Conservation Overlay Districts and identify appropriate zoning ordinance language.

Primary and Secondary Research

- The consultant /team shall preform a literature review, collecting and researching existing cultural resource reports and all forms of historic documentation, including primary sources such as Sanborn Fire Insurance Maps, Directories and Oral Histories for a full understanding of the architectural social and cultural history of the neighborhoods within the project boundaries.

5.5.2 IDENTIFICATION & NATIONAL REGISTER NOMINATIONS

Inventory of Eligible Buildings and Sites for National Register Listing

- Based on community engagement and field work, the consultant shall complete an inventory of the neighborhood properties identified as eligible for listing in the National Register of Historic Places.
- The consultant shall complete a multiple building National Register Nomination for Nardin Park including a Historic Context & Significance Statement

5.5.3 CONSERVATION OVERLAY DISTRICT FRAMEWORK



Framework

- Synthesizing community engagement results with historic research, and field work, the consultant shall propose a framework for a Conservation Overlay District with recommended design guidelines for rehabilitation and sensitive new construction.



D5.5.A REPORTS & ORAL HISTORY DOCUMENTATION

Compile reports and documentation for research undertaken.

- Conservation Overlay District Report
Provide a comprehensive report, complete with relevant bibliography, detailing best practices for establishing Conservation Overlay Districts, identifying precedent and successful models.
- Literature Review & Documentation
Provide an exhaustive annotated synthesis of all previously completed Cultural Resource Survey Reports and documentation.
- Oral History Audio/Visual Documentation
Provide a digital audio/visual record of interviews conducted with neighborhood residents.

D5.5.B IDENTIFICATION & NATIONAL REGISTER NOMINATIONS

- Inventory of Buildings & Sites Identified as Eligible for Listing in the National Register
Based on community engagement and fieldwork, the consultant shall complete an inventory of neighborhood buildings and sites identified as eligible for listing in the National Register of Historic Places. This shall be a digital photographic inventory of all addresses within the neighborhood boundaries with a site map showing the commercial corridor and its historic resources in relation to the proposed Conservation Overlay District. This information should be provided in GIS format.
- Complete National Register Nominations
Submit to the State Historic Preservation Office one completed multiple property National Register nomination form, including a Historic Context & Significance Statement for Nardin Park.

D5.5.C CONSERVATION OVERLAY DISTRICT FRAMEWORK

- Conservation District Overlay Framework & Guidelines
Synthesizing community engagement results with historic research and fieldwork, the consultant shall propose a framework for a Conservation Overlay District within the project boundaries, and recommend design guidelines for rehabilitation and sensitive new construction appropriate to the identified Conservation Overlay District.



The City of Detroit understands that design recommendations that will come forth in design and development vision will require many modifications and variances to our city's zoning ordinance and established land uses. Consultant team(s) shall track specific parking, zoning and/or land-use amendments with a specific emphasis on the Russell Woods, Livernois, and Grand River. Consultant team(s) shall investigate and identify regions in which large-scale zoning and/or land use modifications can occur to more efficiently deliver and produce the urban environments Detroit wishes to re-establish.

TASKS

5.6.1 ZONING LIMITATION

Describe and locate challenges on commercial corridors and/or vacant land within residential neighborhoods that hinder success of design recommendations

5.6.2 TRACK VARIANCES

Track and describe all potential zoning changes (including rezoning, variances and/or amendments) necessary to successfully implement the RFP scope of work

5.6.3 INTER-AGENCY COORDINATION

Advise DEGC, HRD and PDD during their interface with municipal regulatory agencies to ensure City delivers vibrant spaces and places for neighborhoods and city residents

5.6.4 OPRA DISTRICTS

Investigate the feasibility of created an Obsolete Property Rehabilitation Act-District (OPRA-PA 146 of 2000), or other alternates such as a Targeted Redevelopment Area (The Brownfield Financing Act, 381 of 1996) to promote rehabilitation and redevelopment in the RFP scope area



D5.6 ZONING VARIANCE / AMENDMENT INDEX

- 1) Comprehensive report outlining large-scale zoning and/or land use amendment recommendations that can help usher in design and master strategy recommendations more efficiently and can streamline interfaces with municipal regulatory agencies
- 2) Itemized list of specific zoning changes required on specific sites and/or projects
- 3) Illustration and summary of any additional insights towards ongoing PDD “Pink Zoning” efforts (see Appendix).



- Phased Approach: Develop a phased approach for implementation for entire scope of work ranked by priority
- Timeline: Produce master timeline and schedule encompassing all work scope categories
- Acquisition/Assemblage Strategy: Identify necessary land acquisitions, land assemblages, and land remediation requirements to implement scope of work
- Project Budget: Prepare a comprehensive cost budget for the entire scope of work broken down by phases
- Implementation Plan: For identified near-term project development opportunities, develop a detailed implementation plan and timeline for construction start; financing models, development summaries, and incentive structures will be done in collaboration with city agencies and affiliated partners
- Proposed Workforce Strategy: Identify strategic opportunities to train a local workforce in the implementation of design recommendations. Design team to identify and communicate these opportunities to city employment and development agencies^(see Sec. 14.8) to strengthen neighborhood employment strategies for the City
- Record of all work performed: Grant full rights to all project material and deliver digital copies of all work produced by this scope on two portable hard drive



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May/June 2017	Design Team Selected
June 2017	Contract Development
June 2017	Onboarding Orientation/Preliminary Engagement
June – Nov 2017	Engagement/Scope Development/Report Outs
December 2017	Planning and Design Phase Ends
January – May/June 2018	Design and Construction Administration Advisement and Project Support



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8.0

GUIDING PRINCIPLES

The City of Detroit is committed to advancing design excellence in all projects, which will produce equity, sustainability, resilience, and healthy living for those who live, work, and play within and around project areas. Accordingly, proposals and plans shall exhibit sound urban design principles and established neighborhood development strategies that will offer a variety of uses and appropriate building and landscape typologies with meaningful architectural expressions.

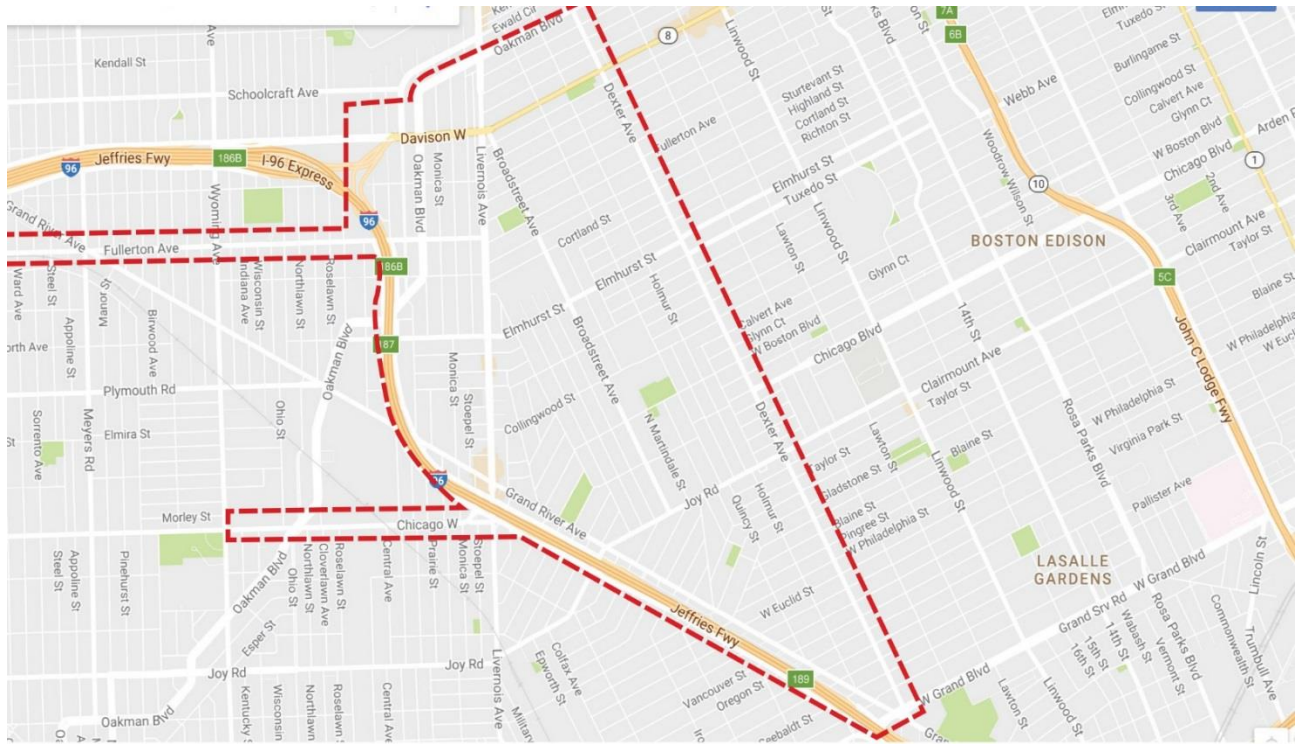
All designs and plans shall incorporate forward-thinking practices that promote social, economic and ecological sustainability, including but not limited to: increasing canopy cover; drainage charge mitigation, microclimate mitigation, biodiversity and habitat; creating social spaces that could include greenways, priority walking streets, gathering places and routes for non-motorized mobility and provide an amenity to the neighborhood; consideration of maintenance strategies.

The planning principles for inclusive and vibrant framework plan will:

- 1. Support market recovery and stimulate private reinvestment**
 - Spur economic development and job creation along neighborhood and industrial corridors
- 2. Improve the quality of life and strengthen neighborhood amenities, housing, and inviting spaces for existing residents and spur population growth and/or attract visitors to the area**
 - Creatively connect jobs and housing to ensure mutually beneficial residential-industrial mix
 - Encourage range of practical and innovative open space strategies that simultaneously address livability and commuter needs
 - Encourage reinvestment in vacant corner lot conditions to stabilize nearby streets and blocks
 - Elevate aesthetics and safety through streetscape and public realm improvements
 - Augment existing urban forestry and permaculture initiatives through infrastructure designs
- 3. Create productive environment for business and industrial uses adjacent to proposed infrastructure**
 - Support efforts to attract commercial investments to neighborhood interior and corridors
 - Explore renewable energy sources to attract new and sustain existing businesses
- 4. Energize a healthy active living environment through multi-modal connectivity**
 - Introduce network of non-motorized linkages between riverfront and adjacent neighborhoods
 - Connect to existing and potential intermodal transportation options accessible to residents
- 5. Encourage access for all**
 - Create a landscape that is a true public open space and accessible to people of all ages
 - Elevate neighborhoods as regional assets and family-friendly gathering places
 - Promote workforce development along identified corridors and neighborhood interior
- 6. Engage the community**
 - Incorporate inclusive design recommendations from City and community stakeholders where projecting future land uses, and preserves, as appropriate, local cultural and historic assets
 - Work with City to engage with community and resolve concerns during planning and design
- 7. Promote environmental stewardship and community health**
 - Include environmental justice, health, and sustainability in both the natural environment (e.g., wetlands, native plant species) and built environment (e.g., LED lighting, renewable energies)







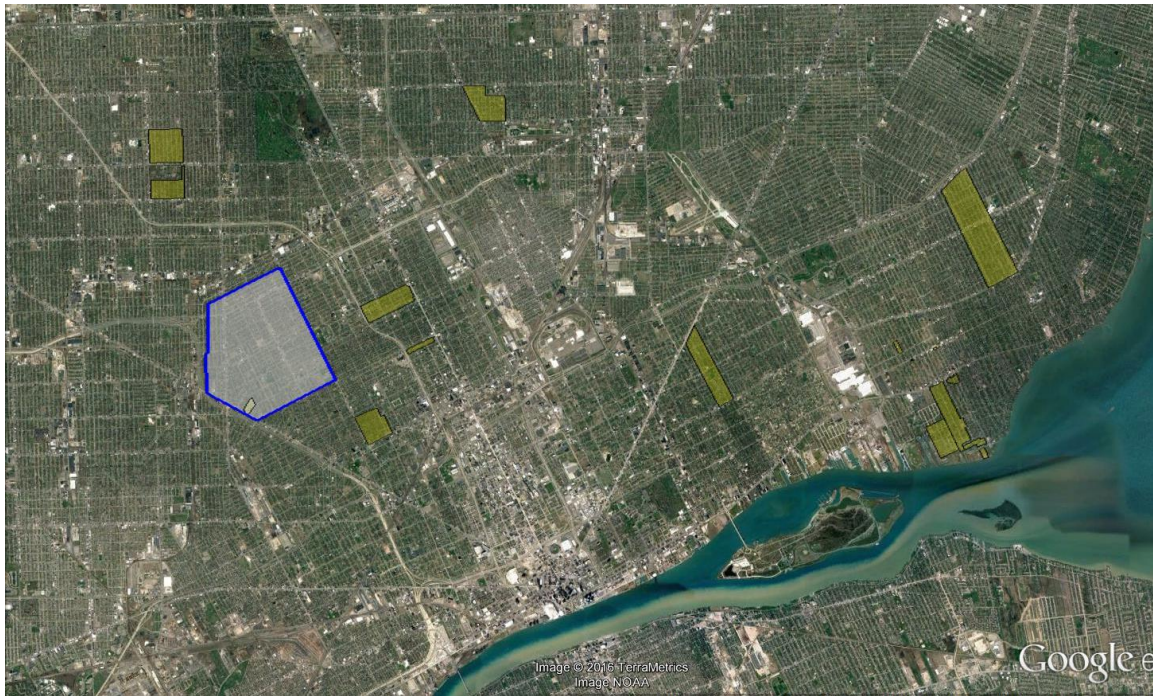


Figure 1. Aerial showing project boundary in blue, with National Register Listed Properties in green

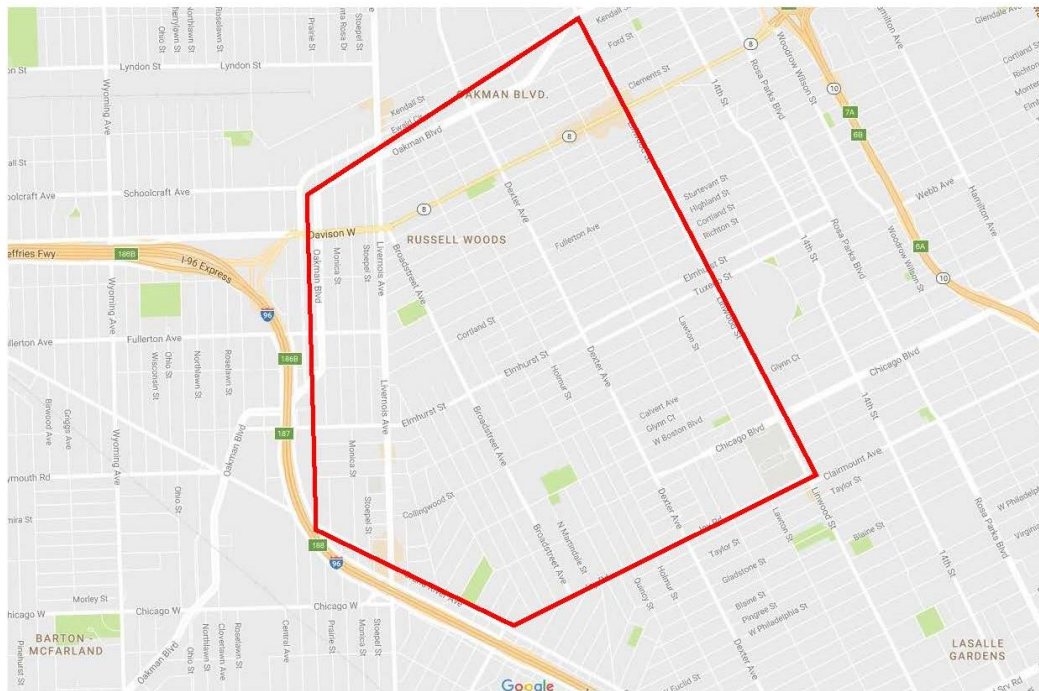


Figure 2. Map showing project boundaries.



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(End of RFP)

