

# NEIGHBORHOOD DEVELOPMENT & IMPLEMENTATION PLAN

Project Information – April 2017



JEFFERSON / CHALMERS RFP #17MC949, 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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# JEFFERSON CHALMERS

## Neighborhood Development & Implementation Plan

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## 1.0

### INTRODUCTION AND VISION

The City of Detroit is seeking “Request for Proposals (RFP)” from an experienced landscape architecture design lead team with strong design, historic preservation, and economic development partners to provide planning and design services for the Jefferson Chalmers neighborhood. The primary goal is to create a neighborhood development and implementation plan for Jefferson Chalmers with a specific focus on land stewardship and green stormwater infrastructure, commercial corridor improvements, historic preservation, and rehabilitation development.

Selected team will actively work with City and the community to script a neighborhood development and implementation plan that will provide an actionable “road map” for the City to 1) transform vacant landscapes into productive, sustainable, and beautiful spaces for the community; 2) preserve and strengthen neighborhood assets within the RFP’s planning boundary; 3) improve economic opportunities, social vitality, and mobility within the neighborhoods and along commercial corridors; and 4) improve rental and homeownership options for the neighborhood. In addition to these planning efforts, this RFP seeks to explore the Jefferson Chalmers neighborhood as a “Conservation Overlay District” to support efforts to maintain residential distinctive historic character. The scope of work associated with the “Conservation Overlay District” will include the identification of commercial properties with potential for National Register designation to attract economic development opportunities through qualified Historic Rehabilitation tax credits. This particular historic preservation scope seeks to establish the first Neighborhood Conservation Overlay District in the City of Detroit, serving as a pilot to highlight and protect, through a zoning overlay, the character of historic neighborhoods.

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## 2.0

### MINIMUM QUALIFICATIONS

Proposals will only be accepted from those firms demonstrating a minimum of five (5) years of experience and built projects providing the services requested in this RFP. References that will verify project experience should be provided.

## 3.0

### TEAM QUALIFICATIONS

Successful respondents to this RFP must present a team of individuals with a diversity of skill sets in order to provide and manage all required areas of scope work. Some respondent firms may be multi-disciplinary enough to offer all of the necessary skills “in-house” however this structure is not encouraged; the requested scope of work and primary deliverable is complex and its end product will require expertise from multiple fields and sectors. The City strongly encourages respondents to consider inclusion of team members that represent the residents and ethnicities of these neighborhoods and/or are Detroit-based, minority led, and/or otherwise have a substantive body of knowledge or experience with Detroit. The following is a detailed list of consultant team qualifications, organized by area of expertise:



### 3.0.1 Project Management

- Demonstrates organizational excellence, assessment of range of 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 successful project execution.
- 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

### 3.0.2 Community Engagement

- Successful engagement in communities of color, low income and/or depressed markets.
- Extensive experience working with and sensitively integrating diverse and ethnic communities in planning processes.
- Demonstrate a competent aptitude in researching and critically analyzing prior community planning recommendations and inclusively establishing neighborhood goals with community stakeholders and consensus-building organizations.
- Demonstrate ability to propose and inspire a vision and implementable strategies that inclusively integrate neighborhood goals, strengthen community assets, improve the quality of life, and support the revitalization of residential neighborhoods.
- Demonstrate ability and creative capacity to communicate 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.
- Enthusiasm and willingness to work with local groups that have established neighborhood relationships and trust to achieve community engagement goals.
- Commitment to incorporating citizen preferences with City directives.
- The City encourages teams to include a local artist with strong community ties.

### 3.0.3 Landscape Architecture, Architecture and Urban Design Teams

- Design teams must show qualifications experience in developing Master Plans, design guidelines (incl. for affordable and market rate new or rehabilitated housing), and urban design visions for a comprehensive neighborhood framework for housing and the public realm.
- Design teams must demonstrate experience with technical design components such as infrastructure, land-use, 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.
- Demonstrates design excellence, technical competence, and innovative urban landscape architecture design as well as green stormwater infrastructure (GSI) and engineering designs in multi-consultant collaborative settings.
- The vendor must have experience with sustainable landscape architecture and design strategies that effectively manage vacant land and/or stormwater concerns.
- Team must have experience working with local municipal departments, shifting codes and zoning requirements.

### 3.0.4 Professional with “Strong understanding of economic development, housing and vacant property reuse”



- Team members demonstrate experience identifying successful opportunities and financial frameworks that support growth of existing businesses and/or attract new business and employment opportunities.
- Team members 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.

### **3.0.5 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 19<sup>th</sup> and 20<sup>th</sup>-century architectural resources.
- Have an understanding of Design Guidelines, including for affordable and market rate new or rehabilitated housing.
- Team must have experience working with local municipal departments, shifting codes and zoning overlay guidelines.

### **3.0.6 Technical Surveying and Mapping**

- Demonstrate 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 results of topography, flow, and soil surveys.
- Ability to perform and/or acquire required consultants that are able to produce technical and statistical expertise to support design and development recommendations (ie topography, slope, stormwater flow, piezometric head, soil type and infiltration rates, soil contamination).
- As needed and as appropriate, the City will provide access to existing data sets on parcel information and any supportive digital models and maps as a springboard to scope work



## 4.0

### NEIGHBORHOOD BOUNDARIES & CONTEXT

#### Project Boundaries and Neighborhood Profile

Located on the lower eastside of Detroit, the area of focus in the Jefferson-Chalmers neighborhood is geographically bound by Vernor to the north, the Detroit River to the south, Alter Road to the east, and Conner/Clairpoint to the west. The Jefferson-Chalmers study area is mostly comprised of early 20th century houses of brick construction. While some of the housing stock is in great condition, the majority show evidence of deferred maintenance and the neighborhood has become marred with high vacancy rates, vacant land, and flooding challenges. East Jefferson Avenue hosts a range of economic strengths and the neighborhood has a mixture of population densities, demographics, and housing conditions. The Jefferson-Chalmers neighborhood boasts 160 acres of waterfront parkland and the city's only remaining and day-lit canal system, which help define the area's southern and eastern borders. This waterfront asset located in the neighborhood brings value in high recreational use in public open space.



Above: Project boundaries within the City of Detroit (See Appendix for more detailed maps)

#### Stormwater Management Challenges and Opportunities

As this RFP seeks to revive neighborhood and community vibrancy, a primary component of this effort includes strategic thinking regarding Green Stormwater Infrastructure (GSI) and landscape design strategies to produce a collective neighborhood strengthening and economic development framework. The following provides a brief history of Detroit flooding challenges and city efforts to-date.

- **Flood History:** In August 2014, Detroit and its metro region suffered from severe flooding caused by a 200-year storm. The worst rainfall in 89 years flooded streets, submerged cars, filled below grade freeways, and overwhelmed the combined sewer system to cause basement backups in thousands of homes and untreated discharges to the Detroit and Rouge Rivers. The extensive damage prompted the Obama Administration to declare a Presidential Disaster and call for aid to Michigan. Given this flooding history, strategies submitted by consultant team should help reduce the area's flooding concerns in the near term.
- **Declared Disaster Recovery Support:** In August 2015, on behalf of the U.S. Department of Housing and Urban Development (HUD), Secretary Castro announced the allocation of \$8.9M in Community Development Block Grant – Declared Disaster Recovery (CDBG-DDR) funds to the City of Detroit to complete pre-development activities on place-making GSI and clean



power projects, per the City’s funding request to HUD. The City views the 2014 disaster and subsequent recovery assistance funds as an opportunity for contract consultants to create landscapes that improve community resiliency and quality of life for existing residents through a commitment to high quality public spaces and significant GSI investments.

- Citywide Stormwater Efforts: Over the past 20 years, the City has invested more than \$1 billion in combined sewer overflow treatment facilities which have eliminated 95% of the untreated overflows to the Detroit and Rouge Rivers. This includes current efforts to comply with National Pollutant Discharge Elimination System (NPDES) permit that mandates eliminating all untreated discharges from the City’s combined sewers to the Detroit and Rouge Rivers. The City’s permit was modified to accept GSI as an allowable tactic to meet national objectives in 2013; the consultant team will collaborate with DWSD (and their engineering consultant) in refining and delivering the stormwater management scope from this study.



Figure 1: Aerial plan of Project scope boundaries



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## 5.0

# Scope of Services & Deliverables

The City of Detroit wants the selected team to perform a series of tasks and produce a set of deliverables in the following categories that will cumulatively bring forth a **Neighborhood Development and Implementation Plan** in which the City can strategically mobilize development and implementation efforts to support the neighborhood's short- and long-term visions. Tasks and deliverables for each work scope category will be outlined in the following sections.

## 5.1

PROJECT ADMINISTRATION & EXPECTATIONS

## 5.2

RESEARCH & COMMUNITY ENGAGEMENT

## 5.3

LANDSCAPE ARCHITECTURE: DESIGN & DEVELOPMENT

## 5.4

STREETScape & CONNECTIVITY

## 5.5

HOUSING DEVELOPMENT, REHABILITATION & ECONOMIC DEVELOPMENT

## 5.6

HISTORIC PRESERVATION – CONSERVATION OVERLAY DISTRICT STUDY

## 5.7

ZONING



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## 5.1

## PROJECT ADMINISTRATION & EXPECTATIONS

The selected team will be working extremely closely with City agencies and will require much collaboration and coordination. The following are project and administrative expectations.

### 5.1.1 PROJECT APPROACH

Timeline: Develop a detailed timeline that will track flow of tasks and deadlines to meet the expectations of this RFP scope. Team will be expected to outline weekly work tasks, major mile markers, and deliver work incrementally to the City and stakeholders for feedback and review before submitting final deliverables. Timelines may shift and be modified, as needed and as appropriate during the planning process with City agency consensus.

### 5.1.2 TRAVEL

The selected team will engage in regularly scheduled weekly and/or bi-weekly project meetings either in person or by phone or video-conference. If the Lead team is not based locally, the Lead team is generally expected to budget for visits that equal the total number of months of the planning process (6 months = 6 visits) and stay for a minimum of 3 days, 2 evenings for in-person meetings with city leadership and evening sessions with communities. Sub-consultant travel will be scheduled as needed and as appropriate. The City will coordinate and negotiate a travel schedule prior to onboarding, taking into account geographic proximity of the selected lead team and the scheduling requirements of stakeholders.

### 5.1.3 MEETING PREPARATION / PRESENTATIONS

In collaboration with the City, the selected team will be asked to help prepare for and support internal meetings at City Hall, public meetings in the neighborhood, and other engagement initiatives with the creation of small and large scale digital and print graphics and maps; booklet presentations; newsletter content, layouts, and images; handouts; flyers; and up to 10 high-resolution print poster images for final presentations. Lead Teams will need to budget for printing costs of all communication material to be used during the engagement process; This to include printing of flyers, trifold, handouts, and/or surveys. If lead team is not locally-based, printing and delivery invoices shall be established with a Detroit-based printing company. More details in Section 5.2.3

### 5.1.4 OWNERSHIP RIGHTS AND ARCHIVE

The selected team grants full rights to all project material and will deliver digital copies of all work produced by this scope of work on two portable hard drives.



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The City has undergone and is still undergoing many robust community-led and philanthropically funded planning initiatives. At times, these efforts are in parallel with city-led efforts. Design teams must 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 with an onboarding package and a schedule of onboarding 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.

Inclusive, innovative, and authentic community engagement are critical components to the success of the City's planning efforts. Engagement must be consistently threaded through the entire planning process and incrementally refined to mold to community context and dynamics. The following set of tasks provides base material and/or insightful interactions for teams to:

- 1) Identify existing conditions of the neighborhoods
- 2) Gain firm understanding of former, existing, and/or ongoing project and planning efforts
- 3) Identify community needs and priorities

Tasks are not limited to this list. If the applicant foresees the need for additional tasks to produce an effective Neighborhood Development Implementation Plan, teams should highlight task addendums in their application's proposal.

## TASKS

### **5.2.1 CURRENT LAND CONDITIONS / DESIGNATIONS**

Referencing the City's onboarding data and orientation discussions with city agencies and/or independent research, gain firm understanding of blight, land ownership, land vacancy, current land-uses, land valuation, site conditions, designated and informal historic districts, zoning and land-use regulations and demolition pipeline within RFP scope boundaries.

### **5.2.2 PREVIOUS LAND-USE HISTORY AND PLANNING EFFORTS**

Referencing the City's onboarding data and orientation discussions with city agencies and/or independent research, gain firm understanding of all state, city, and local community-led planning efforts conducted within RFP scope boundaries.

### **5.2.3 COMMUNITY ENGAGEMENT**

The City of Detroit Department of Neighborhoods (DON) and the Planning and Development Department (PDD) will be the primarily lead of community engagement initiatives; RFP Lead Team and any engagement sub-consultants 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. Additionally, the City of Detroit Department of Neighborhoods (DON) and the Planning and Development Department (PDD)



will directly manage the lead team's community engagement staff and/or engagement sub-consultant, however invoices for community engagement work will be paid through contract award and lead firm billing processes.

Lead engagement team members from consultant team and/or engagement sub-consultant will provide support on-the-ground assistance to the City of Detroit. A sample of responsibilities may include the following:

- Produce and cover costs for all print material to be used to communicate and execute engagement events; These products include flyers/postcard advertisements to announce planning meetings, trifold and educational handouts for residents, survey material, posters, and exhibition material.
- Provide staff power to canvas neighborhood to disseminate print material as needed and as required
- As needed, provide language translation for all print and digital communication to better communicate with majority of ethnic populations within planning boundary
- Provide assistance to the City of Detroit with any social media communication
- Craft PowerPoint presentations for public presentations to be delivered by the City of Detroit
- Participate in approximately 10 (+/-) community engagement, strategic task force sessions, and/or education efforts throughout the entire planning and design process
- Craft and execute feedback gathering activities; including discussion facilitation as requested by the City of Detroit
- Document engagement events and community conversations through photography and/or audio/visual media
- Digitally/manually 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.
- Deliver public presentations as requested by the City of Detroit
- All engagement event logistics and preparations regarding coordination, set-up, and take-down for all public engagement efforts



**D5.2A EXECUTIVE SUMMARY: PLANNING ANALYSIS AND COMMUNITY NEEDS**

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.

**D5.2B 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.

**5.3****LANDSCAPE ARCHITECTURE: DESIGN & DEVELOPMENT**

Innovative landscape architecture and productive open space environments are two of the key components of Detroit's revival. While robust economic and housing development tactics will run in parallel to open-space development efforts, the capacity for landscape architecture to be an instrumental vehicle for neighborhood vitality and economic strength should not be underestimated. The landscape architect selected to coordinate this initiative should expect to work extremely closely with the economic development and housing consultant team members to determine financially feasible and sustainable ways to immediately begin implementing design recommendations at the conclusion of this plan.

Land vacancy and infill land development opportunities found within the Jefferson Chalmers neighborhood will require the lead landscape architecture team to explore innovative landscape architecture and design recommendations to include 1) land stewardship and green stormwater infrastructure strategies; 2) landscape strategies along public right-of-ways; 3) the design of urban parks, neighborhood paths and/or public realm destinations, that could include renewable energy and/or arts & culture attractions; 4) urban agriculture opportunities that expand the vibrant urban agriculture community that already exists, and/or; 5) the development of landscapes that honor existing culture and history of the neighborhood. The amount of land vacancy north of E. Jefferson, along Philip and Manistique, as well as the neighborhood's canal system and waterfront presents a large canvas of design and development opportunity.

The following set of tasks provides base material for team to:

- 1) Identify and analyze existing land and typological conditions found within the scope boundary and highlight any green stormwater infrastructure needs.



- 2) Identify and prioritize small and large-scale landscape development opportunities that can transform, stabilize, and revitalize areas vacant land into purposeful and productive landscapes, places, pathways, and thoroughfares.
- 3) Identify the best locations for a viable network of small and/or large-scale open-space destinations and connective pathways.

Tasks are not limited to this list. If applicant foresees the need for additional tasks to help inform and produce the Implementation Plan, teams should highlight task addendums in their application’s proposal.

## TASKS

### 5.3.1 EXISTING CONDITION EVALUATIONS

Reference and analyze research material compiled by design team and/or provided by City and conduct technical site assessments and field observations to examine existing and former land uses, current site conditions, existing storm water and flooding vulnerabilities, and affiliated environmental conditions to better understand site and soil conditions, hydrology, landscape and/or infrastructural challenges to inform land development potential and design recommendations.

### 5.3.2 MASTER STRATEGY EXPLORATIONS

- GSI Site Identification

- 1) Conduct map analysis and field observations to identify the lot typologies and land development opportunities found within the RFP scope boundary;
- 2) Collaborate with DWSD and their engineering consultant to evaluate and assess needs of neighborhood interior and GSI strategies that can address stormwater and flooding which includes infiltration, detention, and retention interventions

- Neighborhood Landscape Design Strategy

The entire neighborhood landscape design strategy is comprised of 3 parts:

- GSI and Land Stewardship

Using analysis from onboarding orientation period, insights from pre-existing and/or current planning efforts, and field observations from “GSI Site Identification” tasks described above, design master strategy for vacant land and parcels to be utilized in neighborhood interior to manage stormwater and create and/or enhance existing networks of community spaces<sup>1</sup> for neighborhood and city residents. Strategies should consider the possibility of additional smaller-scale greenway connections and opportunities that can extend within and throughout the neighborhood (as needed and as appropriate).

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<sup>1</sup> i.e. factor in practices that improve social, economic, and ecology sustainability, including but not limited to: increasing canopy cover, microclimate mitigation, biodiversity and habitat, creating social spaces, developing productive uses such as urban forestry, solar renewable energy production, or horticulture; edge and corner street conditions of parcels that address public visibility, image, and the cohesive identity for neighborhood



- Corridor Design Strategy  
 Using analysis from onboarding orientation, insights from pre-existing and/or current planning efforts, and field observations from “GSI Site Identification” tasks described above, develop landscape design strategies along street corridors to 1) enhance curb appeal; 2) strengthen and expand pockets of community spaces into vibrant destinations for neighborhood residents and; 3) develop safe and beautiful connections through the neighborhood , particularly along E. Jefferson and primary north/south neighborhood street corridors.
  
- Jefferson Chalmers Canal System Strategy  
 The southern portion of this neighborhood contains a network of unique canal systems enjoyed and used by many residents and supports a local recreational river sports company. The canals offer a unique way of experiencing the neighborhood and connecting to the Detroit River. Consultants are being asked to integrate the canal systems into their comprehensive landscape design vision for the neighborhood
  
- Impact Assessment – Entire Neighborhood Boundary  
 As thinking and explorations evolve during the development stages of the Neighborhood Landscape Design Strategy, the team will provide justifications for design recommendations to describe how and why the chosen combination of strategies will yield the highest positive impact for the neighborhood and its residents.

### **5.3.3 PRIORITY PROJECTS**

- Future Project Projections  
 While the team will be highlighting strategic design and development recommendations for the entire planning area in the “Neighborhood Landscape Design Strategy,” the team is being asked to additionally explore specific projects or combination of projects they believe can be mobilized towards construction within 18-24 months after the planning process concludes. City will be looking for actionable public, private, and/or public/private partnership initiatives to bring identified projects to reality. The team would not only identify priority projects and opportunity sites, but for each highlighted site, the team would also provide instructions regarding acquisition/land assembly strategy, estimated design and development costs, as well as long-term financial projections.
  
- Impact Assessment for Priority Projects  
 Similar to the Impact Assessment drafted for the “Neighborhood Landscape Design Strategy,” this specific task asks the team to provide justifications for each identified project and/or opportunity site to describe how these specific initiatives will have the highest positive impact for the neighborhood and its residents.



### D5.3.1 EXECUTIVE SUMMARY

Develop a succinct yet robust report that 1) documents and describes rationale for all identified sites that design team feels most impactful to support landscape stewardship and stormwater management objectives, and 2) as feasible, identifies any publicly-owned land and lots that should be considered for these efforts. Report will be submitted to DWSD, DLBA and their engineering consultant for review, comment, and use.

Additionally, integrating insights from research, community engagement efforts, and existing condition examinations in this particular category scope, develop a finalized statement that summarizes the existing landscape challenges of the neighborhood and a high-level summary of proposed neighborhood-wide and specific design recommendations that will help strengthen the vibrancy of the neighborhood

### D5.3.2 MASTER STRATEGY

Deliver a final report describing the Neighborhood Landscape Design Strategy and GSI strategy (if applicable) and justifications for the entire RFP boundary that illustrates design vision and design recommendations through text, map graphics, and illustrative renderings and diagrams. As stated in section 5.0, this Master Strategy should be accompanied by a development budget that the City should anticipate to stabilize and strengthen the entire planning area. The Master Strategy consists of at least the following three components:

- GSI Strategy and Site Identification Report for DWSD
- Finalized Neighborhood Landscape Design Strategy
- Estimated Development Budget
- Impact Assessment of Design Recommendations

### D5.3.3 PRIORITY PROJECTS

Deliver a final report identifying at least 1-3 specific projects that the City can pursue and mobilize for construction within 18-24 months at the conclusion of the planning process. This report will be a combination of text, map graphics, and illustrative renderings and diagrams. As stated in section 5.0, each identified site will be accompanied by specific budget and pro-forma projections as well as justifications in regards to how it positively contributes to the revitalization of the neighborhood. For each identified Priority Project and/or Opportunity site, the following will be required:

- Site Map that locates identified Priority Projects & Opportunity Sites
- Site Profile Reports
  - Site Photos
  - Schematic Design Recommendations and Impact Assessment Justifications
  - Acquisition and Development Guidance
  - Estimated Development Budget and Financial Projections



## 5.4

### STREETSCAPE & CONNECTIVITY

The connective infrastructure and streetscapes between and within neighborhoods are significant to the health and well-being of neighborhoods, residents and cities. The streetscape character, walkability, travel speed, and transportation/mobility choices are all vital factors of a vibrant and rich neighborhood network.

The lead project team architecture and their sub-consultants will be asked to explore streetscape improvements and innovative design to improve connectivity to and through the neighborhood, and to adjacent neighborhoods. Robust design and development strategies will need to be explored 1) along major motorized thoroughfares; 2) within the streets of the neighborhood interior; 3) alleyways, and; 4) and also evaluate potential for a connective string of aggregated sites for inter-neighborhood connections that may not exist today. The street segments of particular interest to the City, but not limited to, are improvements along E. Jefferson Avenue, Alter, Philip, and Manistique. Furthermore, the selected team will also be asked to explore transit and mobility improvements to better serve the population of the neighborhood.

The following set of tasks provides base material for teams to:

- 1) Identify and analyze existing streetscape and connectivity conditions/circumstances found within the scope boundary to highlight current and anticipated challenges and needs.
- 2) Identify and prioritize small and large-scale streetscape and connectivity improvements and/or interventions that improve the curb appeal and produce enjoyable, beautiful, safe and navigable corridors for a range of pedestrian, motorized, and/or non-motorized users either individually or in co-existence.
- 3) Identify prime locations to initiate immediate improvements and/or to create new neighborhood connections that can better serve the neighborhood and boundary conditions at Grosse Pointe

Tasks are not limited to this list. If applicant foresees the need for additional tasks to help inform and produce the Implementation Plan, teams should highlight task addendums in their application's proposal

## TASKS

### 5.4.1 EXISTING CONDITIONS

Conduct comprehensive assessment and survey of streetscape, sidewalk, alleys, and existing transit/mobility options for a wide-variety of users inclusive of youth, the elderly, and people living with disabilities<sup>2</sup>.

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<sup>2</sup> i.e. consider safety conditions including quality and accessibility 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



#### **5.4.2 MASTER STRATEGY EXPLORATIONS**

- Neighborhood Streetscape and Connectivity Strategy  
Integrating insights gained throughout community engagement efforts and existing condition evaluations explore a robust set of design tactics that 1) improve physical pedestrian, motorized, and non-motorized infrastructure; 2) provide positive traveling/commuter experiences; and 3) increase access to current transit and mobility offerings.
- Impact Assessment – Entire Neighborhood Boundary  
As thinking and explorations evolve during the development stages of the Neighborhood Streetscape and Connective Strategy, the team will provide justifications for improvement and design intervention recommendations to describe how and why the chosen strategies will yield the highest positive impact for the neighborhood.

#### **5.4.3 PRIORITY PROJECTS**

- Future Project Projections  
While the team will be crafting a strategic design and development recommendations for the entire planning area in the “Neighborhood Streetscape and Connectivity Strategy,” the team is being asked to additionally explore 1-3 specific projects or street/corridor segments they believe can be immediately implemented within 18-24 months after the planning process concludes. City will be looking for actionable public, private, and/or public/private partnership initiatives to bring identified projects to reality. The team will not only identify priority projects and specific street segment improvements, but for each highlighted site, the team will also provide guidance regarding acquisition/land assembly strategy, estimated design and development costs, as well as long-term financial projections.
- Impact Assessment for Priority Projects  
Similar to the Impact Assessment drafted for the “Neighborhood Streetscape and Connectivity Strategy,” this specific task asks the team to provide justifications for each identified project and/or opportunity segments to describe how and why these specific initiatives will yield the highest positive impact for the neighborhood and its residents.



**D5.4.1 EXECUTIVE SUMMARY**

Integrating insights from research, community engagement efforts, and existing condition examinations in this particular category scope, develop a finalized statement that summarizes the existing streetscape and connectivity challenges of the neighborhood’s current state and a high-level summary of proposed neighborhood-wide and specific design recommendations that will help strengthen the vibrancy of the neighborhood.

**D5.4.2 MASTER STRATEGY**

Deliver a final report describing the Neighborhood Streetscape and Connectivity Strategy and justifications for the entire RFP boundary that illustrates the design vision and design recommendations through text, map graphics, and illustrative renderings and diagrams. As stated in section 5.1, this Master Strategy should be accompanied by a development budget that the City should anticipate to stabilize and strengthen the entire planning area as well as justifications in regards to how master strategy positively contributes to the revitalization of the neighborhood. The Master Strategy consists of at least the following three components:

- Finalized Neighborhood Streetscape and Connectivity Design Strategy
- Estimated Development Budget
- Final Impact Assessment of Design Recommendations

**D5.4.3 PRIORITY PROJECTS**

Deliver a final report identifying at least 1-3 specific projects and/or opportunity sites the City can pursue and mobilize for construction within 18-24 months of the conclusion of the planning process. This report will be a combination of text, map graphics, and illustrative renderings and diagrams. As stated in section 5.1, each identified site will be accompanied by specific budget and pro-forma projections as well as justifications in regards to how it positively contributes to the revitalization of the neighborhood. For each identified Priority Project and/or Opportunity segment, the following will be required:

- Site Map that locates identified Priority Projects
- Site Profile Reports
  - Site Photos
  - Schematic Design Recommendations and Impact Assessment Justifications
  - Acquisition and Development Guidance
  - Estimated Development Budget and Financial Projections



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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 asks 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 as well as other key development stakeholders to produce a coordinated master framework for future development.

## TASKS

### 5.5.1 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.

### 5.5.2 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 5.5.3.) 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 5.5.3), 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 **D5.5.2B** 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, and 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 E. Jefferson, Alter Road, Conner, Kercheval, Vernor.

### 5.5.3 ECONOMIC DEVELOPMENT

- Business Attraction & Retention: DEGC is running a concurrent Retail Market and Opportunity Analysis that address 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.



### D5.5.1 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 assets within the RFP scope boundary to be considered in the City's preservation and development strategy as opportunity sites.

### D5.5.2A 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.

### D5.5.2B 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, recognizing local and national historic districts, and determining 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)
  - 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

#### **D5.5.2C 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 describes how projects currently in the city pipeline 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.



The City boasts a large number of Locally Designated Historic Districts, and National Register of Historic Places 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 neighborhood 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 currently designated as local historic districts.

## TASKS

### 5.6.1 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.

### 5.6.2 IDENTIFICATION

#### 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.

### 5.6.3 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 new construction.



**D5.6.1 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.

**D5.6.2 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 completed nomination forms, including a Historic Context & Significance Statement for two individual properties, identified as eligible for listing in the National Register of Historic Places.

**D5.6.3 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.



## 5.7

## ZONING

The City of Detroit understands that much of the design recommendations that will come forth in design and development visions will require many modifications and variances to our city's zoning ordinance and established land uses. Design teams are being asked to not only track specific parking, zoning and/or land-use amendments, but also to 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. Specific tasks are as follows:

### TASKS

#### 5.7.1 ZONING LIMITATION

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

#### 5.7.2 TRACK VARIANCES

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

#### 5.7.3 INTER-AGENCY COORDINATION

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

### DELIVERABLES

#### D5.7A ZONING VARIANCE / AMENDMENT RECOMMENDATIONS AND IMPLEMENTATION OVERLAYS

As the City of Detroit is investigating comprehensive modifications to its zoning ordinance and land-uses, design teams need to help envision robust parking, zoning, and land-used strategies to help re-establish vibrant urban communities for Detroit's future. Design teams are being asked to: 1) submit a comprehensive report outlining large-scale zoning and/or land use amendment recommendations that can help usher in design and master strategy recommendations



**Engage the community**

- Integrate insights from the City and resolve concerns held by community stakeholders during the entire planning and design.

**Support market recovery and stimulate private reinvestment**

- Increase rate of housing development and re-occupancy to allow area to reach full potential
- Spur economic development and job creation along neighborhood and industrial corridors.

**Improve the quality of life and strengthen neighborhood amenities, housing, and produce 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 and GSI development strategies that simultaneously address water challenges and 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.

**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.

**Improve stormwater management to reduce surface flooding, basement sewer backups, and combined sewer overflows in Jefferson Chalmers****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.

**Encourage access for all**

- Create a landscape that is a true public open space and accessible to all incomes, abilities, and a wide-variety of users inclusive of youth, the elderly, and people living with disabilities.
- Elevate neighborhoods as regional assets and family-friendly gathering places.
- Promote workforce development along identified corridors and neighborhood interior.

**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., stormwater mitigation, LED lighting, renewable energies).



## 7.0

### ANTICIPATED PROJECT TIMELINE

|                          |   |
|--------------------------|---|
| May/June 2017            | Design Team Selected  |
| June 2017                | Contract Development  |
| August 2017              | Onboarding Orientation / Preliminary Engagement                       |
| August 2017 – March 2018 | Engagement / Scope Development / Report Outs                          |
| March 2018               | Planning and Design Phase Ends  |
| April-August 2018        | Design and Construction Administration Advisement and Project Support |

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To be considered responsive, each proposal must present and/or respond to the following sections in their entirety. All pages of the submission must be numbered, excluding exhibits and other supplemental information which may be added as Attachments. The instructions contained in this RFP must be strictly followed. Accuracy and completeness are essential. Submissions must NOT exceed 20 pages [excluding resumes requested].

**Table of Contents** -- A table of contents must be provided with all RFP Submissions.

**Signature Page** (Form Attached)

**Statement of Submission** (up to 2 pages)

In your Statement of Submission, please include, at a minimum, the following information and/or documentation:

- 1) A design statement describing relevance of work samples as an indicator of team's capacity to perform the work requested in this scope of work;
- 2) A brief description of your firm, including the Federal Employer Identification Number, the age of the firm's business and the average number of employees during each of the last three (3) years;
- 3) The location of the firm's principal place of business and, if different, the location of the place of performance of the contract;
- 4) A commitment to perform the requested work in accordance with the requirements outlined in this RFP; and
- 5) The name and contact information of the overall project manager and firm that will be in charge of all teams on this project;

### Scope of Work Schedule

Provide a detailed timetable with action steps required to complete entire planning/design scope described in this RFP, including start and completion deadlines and major activity milestones.

### Pricing Proposal

Proposals must provide a Price Proposal and cost all activities based on a maximum contract length of one year. Proposals must provide a line-item cost estimate to complete the scope of services described in RFP by category -- 1) Project Approach; 2) Research, Community Engagement; 3) Landscape Architecture: Design and Development; 4) Streetscape and Connectivity; 5) Housing Development, Historic Rehabilitation, and Economic Development; 6) Historic Preservation; 7) Zoning

Additionally, the City would like design teams to provide an additional budget line for retainer services to produce construction documents for identified "near-term" projects. This line item will not be included in



the total budget cost for RFP scope. The line-item will only serve as a base reference if City should retain design team for additional services.

### **Respondent Performance History**

- 1) Identify, in detail, a portfolio of no more than 5 similar projects by name, subject matter, location, services provided and the length of time services were provided on each. Include a reference, description of services provided and dates during which the services were provided; project examples should be comparable to the proposed project and should include primary involvement from members of the proposed respondent team or their key personnel;
- 2) Identify vendor's key personnel on the projects identified above;
- 3) Identify any projects in which the vendor's contract was terminated for any reason;
- 4) Identify any claims or lawsuits that have been brought against your organization as a result of any services provided within the last five (5) years; and
- 5) Provide an organization chart indicating the team structure and core team members who will provide services for the five primary categories -- (1) Research/Community Engagement/Communications; (2) Landscape Design/GSI; (3) Streetscape and Mobility; (4) Development: Economic, Housing, Historic Preservation; and (5) Zoning.



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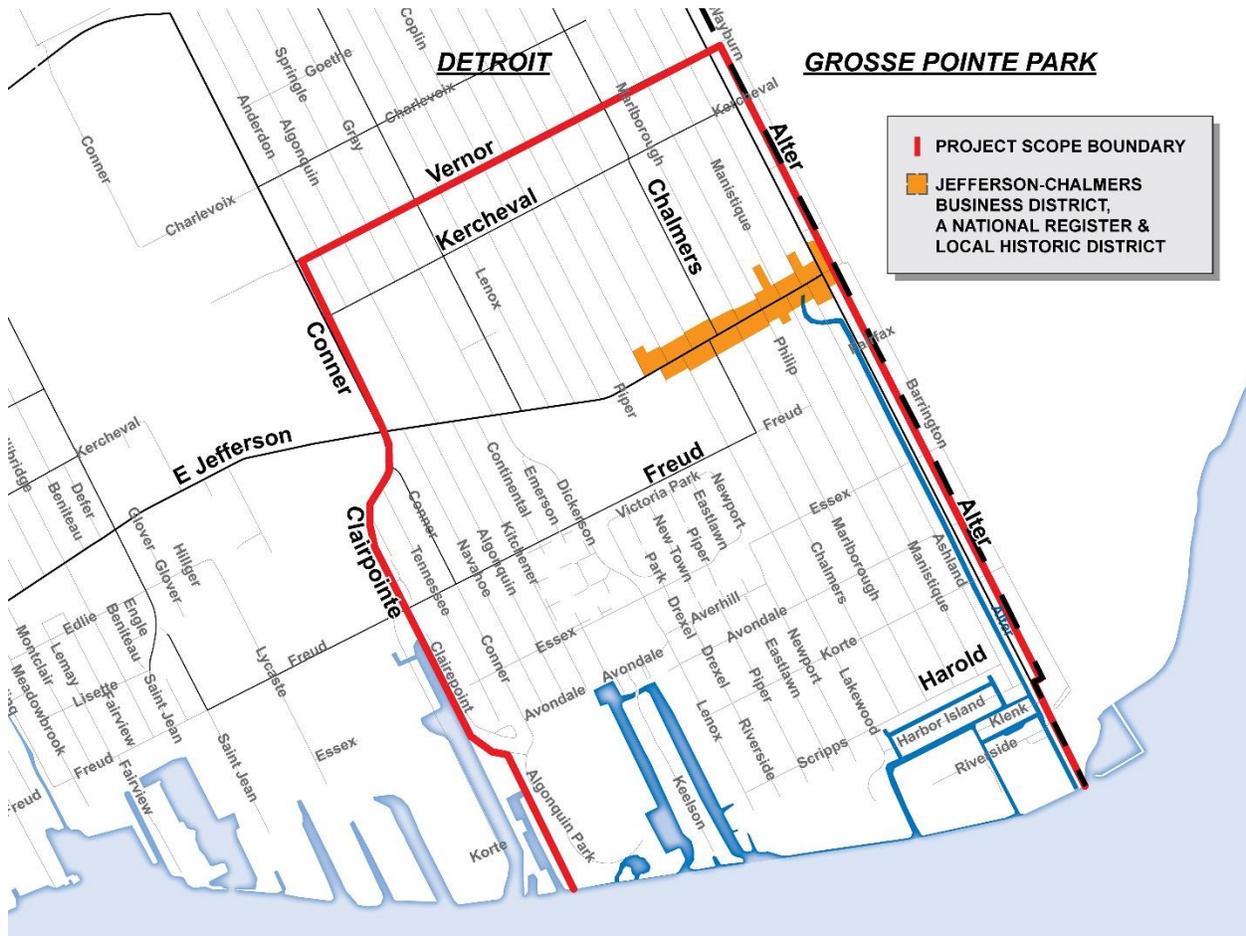


Figure 1: Street plan of Project scope boundaries with historic districts highlighted



**\*\*MAHERAS PARK IS A LOCAL HISTORIC DISTRICT**





Figure 2: Aerial plan of Project scope boundaries



(End of Document]

