

Attachment A – Scope of Work

Phase 1 Neighborhood Leadership Development

The initial phase of work will involve organizing and training participants in the planning process so that they understand how to fulfill their roles. This will involve the preparation of training and informational materials by Consultant, such as the Neighborhood Planning Toolkit, community surveys, and other materials.

1.1 Team Introduction and Site Visit

Consultant will work with the City to establish guidelines and responsibilities regarding decision-making and communication. We will develop an innovative, thorough, fun and effective engagement strategy designed for the duration of the planning process. A neighborhood tour will be scheduled, along with a series of key person interviews so that the Consultant team can gain a greater understanding of the community's dynamics.

1.2 Scope and Timeline Refinement

Under this task, Consultant will provide advice, counsel and technical assistance to the City regarding the approach, structure and design of the overall scope, timeline and communication protocols.

1.3 Neighborhood Planning Toolkit

Consultant will develop a Neighborhood Planning Tool Kit for Community Ambassadors. The Tool Kit will be used to increase skills for community outreach and successful engagement, and will include the following:

- Active listening without influencing
- Group facilitation
- Engagement methods
- How to manage group dynamics
- Non-violent communication
- Adult learning
- Consensus building/conflict resolution
- Cultural considerations
- Record keeping and reporting
- Achieving meeting outcomes

1.4 Key Person Interviews

Consultant will conduct 8-12 key person interviews with neighborhood leaders, organizational partners and other individuals critical to the planning process to identify local capacity and gain insights into the neighborhood. Community Ambassadors may attend these interviews to enhance their engagement skills and learn about issues and concerns.

1.5 Steering Committee Meeting 1

Consultant will work with the Steering Committee for the duration of the planning process. The Steering Committee will help guide the effort by providing vital information about planned projects, reviewing ideas and deliverables and helping to engage the broader community. Steering Committee Meeting 1 will focus on identification of assets, opportunities and challenges, as well as resources that may be available to help improve the planning process.

1.6 Community Ambassador Training Session 1

The Community Ambassador group will be developed with the goal of training and empowering local leaders who can collect input and represent fellow neighborhood residents. The training sessions are intended to cultivate engagement skills required to support empowerment and advocacy throughout the process. Ambassadors will work with the Consultant to develop skills in topics including public speaking, community outreach, research, data collection and group decision making. The training is intended to foster dialogue about the future of the community, while providing additional skills that can lead to resident empowerment.

1.7 Community Ambassador Training Session 2

The second training session will be a continuation of training related to topics, including but not limited to:

- Helping manage and develop projects
- Community engagement
- Survey distribution
- Conducting visits with neighborhood residents or organizations
- Assisting with Pop-up Headquarters

Ambassadors will be encouraged to take a direct role in all community meetings and events going forward.

1.8 Phase 1 Translation of Materials

All public deliverables and presentations will be translated and available in both English and Spanish formats.

Phase 2 South Division Avenue Corridor Plan

Consultant proposes a planning process that is predominantly “bottoms-up,” that is, projects and proposals for the Plan originate from the community and are refined and elevated through dialogue and technical work.

2.1 Project Organization and Public Launch

Several organizational and training tasks are needed to get the second phase of the project underway. A Public Launch Event will be a high-profile event that announces the start of the project to the community. Other initial organizational tasks are described below.

2.1.1 Project Branding and Online Presence

Working with residents and stakeholders, Consultant will develop a logo for the Plan to be used on flyers, website, documents and other materials related to the development of the South Division Avenue Corridor Development Plan. Consultant will also establish and update a project website, social media accounts and other online tools for the life of the process.

2.1.2 Establishment of Pop-Up Headquarters

Consultant will work with the City to establish the Pop-Up Headquarters for use during the planning process. The Headquarters will provide a one-stop shop for residents to learn about the Plan, as well as a space for smaller meetings and programs. Consultant will work with City staff and the Community Ambassadors to develop a schedule for staffing the Headquarters at convenient times throughout the process.

2.2 Issue and Opportunities Identification

Consultant will employ the principles and methodologies discussed in our approach to Public Involvement and Consensus Building to the identification of issues and opportunities. This will be done by conducting 8 – 10 topic-based community forums, which will be organized using input from the Community Ambassadors, the Steering Committee, and City staff. The meetings will be conducted as consensus building events where all options are welcomed, discussed, and added to the group’s understanding. Consensus is reached not by unanimity of opinion, but by each individual being satisfied his/her opinion has been considered, and therefore, being willing to support the prevailing sentiment of the group. Consultant will facilitate a thorough discussion of individual issues and opportunities with each group, but also seek to gain direction on a unifying vision for the corridor. Consultant will prepare a summary memo of the community forums and the issues and opportunities identified.

2.3 Inventory – Existing Conditions Analysis

Consultant will conduct comprehensive inventories of existing conditions, including land use, building conditions, demographics, zoning information, previous plans, and other information to gain a firm understanding of potential issues and opportunities. Data will include maps created using City’s GIS

data, American Community Survey demographic data, and other data sources. Emphasis will be placed on data on development patterns and trends, transportation linkages, population, housing needs, social services, and household characteristics public safety, education, health and employment.

2.4 Study Reset - Steering Committee Meeting

Consultant will meet with the Steering Committee to present the findings of the existing conditions analysis, the market analysis, and preliminary identification of issues and opportunities. With the input of the Steering Committee, we will determine whether any additional analysis or assessment is needed. The discussion will be used to either confirm the approach and tasks of the accepted scope of services, or determine whether a new or modified approach may be more effective.

2.5 Directions – Focus Areas, Alternatives, and Plan Themes

This task will be the key formative phase of the planning process, where ideas, approaches, and concepts emerge for corridor improvement and are vetted to see if and how they align with the vision. This task will address both the “people” component of the plan as well as the “place” component.

2.5.1 Focus Areas

Consultant will identify character segments and functional nodes that will become the topic of detailed, site-specific planning and urban design work. Alternatives plans/designs, based on community engagement input, will be prepared, include alternative 3-D visualizations. Community Ambassadors will be involved in the formulation of this work so that they understand it fully and can engage with the community in vetting these ideas and proposals. Their involvement in the formulation of alternatives will also ensure that the community’s voice is reflected in the initial product.

2.5.2 Plan Themes

Plan themes will be a major element of the plan, and will address the “people” components of the plan. The Plan Themes will be identified through the community engagement process. The RFP identifies six preliminary/potential plan themes. Consultant will prepare targeted studies of up to six plan themes, which will be produced as white papers, to be incorporated as separate sections of the Plan report. The identification of the Plan Themes will emerge from the Issues and Opportunities community forums.

2.5.3 Steering Committee Meeting

Consultant will meet with the Steering Committee to provide an opportunity for the group to review the draft work on the plan themes and focus area, and provide feedback and comments on potential community priorities in advance of the community-oriented working group meetings, described below.

2.5.4 Plan Theme Working Group Meetings; Round 1

Consultant will organize materials produced under the prior tasks and help organize and facilitate a series of structured working group meetings focused on the analysis and recommendations contained in the Plan Theme White Papers that will be designed to define clear direction for the Corridor Plan by identifying up to six planning themes upon which the plan will be based. These themes may be those outlined in the RFP or modified via community engagement. The Community Ambassadors will be present to help facilitate the Group Meetings.

The agenda for these sessions are expected to include a presentation of relevant data related to identified issues and challenges, and a group discussion to identify:

- Impediments to achieving vision elements that have been developed
- Partners with current programs and projects to address these issues
- Additional projects and programs that could be initiated to meet identified neighborhood needs and remove impediments.

All Plan Themes will be discussed at each Group Meeting, with the same participants reconvened to further the discussion at the subsequent Group Meeting.

2.5.5 Plan Theme Working Group Meetings; Round 2

Community Ambassadors will lead and facilitate the second round of Working Group Meetings. This set of meetings will be organized to add detail and begin to build consensus around a set of plan strategies that address the specific issues and opportunities that have emerged.

2.5.6 Corridor-Wide and Focus Area Plans

Based on input received during working group and Steering Committee meetings, Consultant will create corridor-wide plans for land use and community improvement, as well as alternative concept plans for focus areas along the corridor that are of particular importance to the community. These alternative concept plans will be used to illustrate the vision and community design preferences, and provide an initial template for neighborhood reinvestment. The preparation of alternative concept plans, which will include 3-D visualization, will give the community choices in the physical and urban design direction of the corridor. This will help ensure that the community vision for the corridor is on-target and is consensus-based. Consultant will work to identify individual improvement projects that support the vision, identify potential funding sources and project sponsors and additional potential early action activities that can be undertaken quickly to strengthen community engagement and make immediate neighborhood improvements.

2.5.7 Steering Committee Meeting

This Steering Committee Meeting will allow Consultant to present draft of the Plan Theme white papers and corridor-wide improvement and focus area plans for discussion.

2.5.8 Refined Concepts and Plan Implementation

Based on the input of the Steering Committee, Consultant will revise the draft plan materials in preparation for presentation at a Community Meeting. Given the multi-cultural nature of the community, we will develop graphically rich plan products that transcend language to communicate improvement proposals. In addition, with the input of the Steering Committee, Consultant will formulate comprehensive implementation strategies. The program of implementation will be developed as a series of initiatives, each discussed individually and summarized in an Action Agenda matrix, which organizes implementation the various implementation actions to delineate:

- Sequencing of actions into short, medium and long term actions;
- Stakeholders responsible for implementing the various actions;
- The relative magnitude of funding needed;
- Prerequisites, if any, for the various actions; and
- Sources and availability of funding

2.5.9 Steering Committee Meeting

Since the input of the Steering Committee may be substantive, Consultant will meet with them again after revising the materials to ensure we have captured all their comments, and the materials are ready for the critical first public presentation of draft improvement recommendations. Much of the discussion at this meeting is expected to be focused on implementation, which may influence the substance of the plan themes, corridor-wide improvement plans, and focus area plans.

2.5.10 Community Meeting: Draft Plan Themes, Community-Wide Plans, and Focus Area Alternatives

This Community Meeting is envisioned as a major event that will present draft plan elements to the community as a whole, while still in a formative stage, followed by facilitated group discussions on specific topic areas.

2.6 Special Studies

2.6.1 Business Leadership Engagement

A stakeholder group very important to the success of the Plan is the business community, particularly small business owners. The plan is intended to preserve and grow their businesses. In order to do that, these business owners must understand how the plan can help them and

how to organize to take advantage of the opportunities the plan presents. Consultant will conduct three engagement events with local business owners to promote business opportunity and show them how to organize into a business association to promote their interests.

2.6.2 Targeted Youth Engagement; Three Youth Events

Consultant has developed a specialty in youth engagement and will conduct three engagement events at designated intervals in the planning process to capture and incorporate the input of youth.

2.6.3 Early Action Projects

A key element of our approach is the development of community-focused Early Action Projects that gets the ball rolling on larger initiatives and strategies. We will incorporate successful techniques and strategies to ensure that the Corridor Development Plan is both action-oriented and leads to implementable projects. Consultant intends to contribute \$6,000 of the project budget towards implementing a community-led early action project.

2.6.4 Analyze Affordability of Existing Housing Stock

Consultant will develop a housing affordability model to understand the relationship between existing housing prices/costs and current residents' incomes. The model will compare the number of households by income cohort to the housing stock affordable at 30% of a household's gross income. The affordability assessment will be based on ACS data on housing units, home values and rents, household income, and tenure.

2.6.5 Outline Strategies to Support Residential Redevelopment

The results of the market analysis will be used to identify a neighborhood-specific strategy to maintain, support and increase residential development in the Study Area and to address potential gentrification/displacement issues. This will include identifying priority redevelopment areas, as well as potential policies, programs, and tools to foster redevelopment. Identification of potentially applicable programs will be based on case study research.

2.6.6 Project Market Potential for Retail Uses

Consultant will identify the square footage, typology, character, and appropriate location for retail development that is currently missing from the Study Area and that may be feasible in the near term. Through this analysis, current and future retail spending potential will be reconciled with existing supply to project the amount of supportable retail development.

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redevelopment areas, as well as potential policies, programs, and tools to foster redevelopment. Identification of potentially applicable programs will be based on case study research.

2.6.8 Retail & Residential Anti-Displacement Strategy

Consultant will identify strategies and policies to increase retail and residential development in the Study Area while minimizing displacement of existing business and residents, ensuring equitable growth and maintaining the identity of the community. We will outline potential policies and programs, based on national best practices, including such items as affordability incentive structures, relief options for existing residents, and/or business preservation and entrepreneurship programs. We will also evaluate the applicability and feasibility of recommended programs and identify programs that have the greatest likelihood of success.

2.7 Draft Plan Review, Final Plan and Adoption

Consultant will develop the Draft Plan and Final Plan in close coordination with City staff and in response to input from the Steering Committee. We will also coordinate with staff closely on the preparation of PowerPoint presentations to present the draft and final plans to various groups, culminating with the official adoption of the plan as a Specific Area Plan as an amendment to the City's Master Plan.

2.7.1 Draft Plan

Consultant will work with area residents and stakeholders to create a Plan Document that will:

- Establish actions and implementation opportunities, including a metric-based evaluation system
- Acknowledge opportunities for immediate, intermediate and long-term projects/products
- Clearly identify roles and responsibilities for appropriate stakeholders
- Develop a system for long-term resident engagement

Content will be based on the community input received during the various activities in Task 2.5. The Plan will include a core community values statement, vision, background research, data collection, and assessment, feasibility analysis, various planning elements and implementation strategies.

2.7.2 Steering Committee

Consultant will present the Draft Plan to the Steering Committee and will facilitate a full discussion of the material to identify areas of refinement, revision and amplification.

2.7.3 Final Plan

Based on the input of the Steering Committee, Consultant will revise the Draft Plan to produce a draft Final Plan in preparation for presentation to the community, stakeholders and leadership groups.

2.7.4 Final Plan Presentations

Consultant will present the Final Plan as a Specific Area Plan to be adopted as part of Grand Rapids' master plan, and will include the following presentations:

- Open Houses: up to five presentations at different locations within the Corridor
- Presentation to the Planning Commission
- Presentation to the City Commission as part of the official adoption process

Consultant will coordinate with City staff on the preparation of customized PowerPoint presentations for each of the audiences receiving presentations.

2.7.5 Phase 2 Translation of Materials

All public deliverables and presentations will be translated and available in both English and Spanish formats.

Phase 3 Implementation Leadership

Effective implementation requires the involvement of a wide range of stakeholders operating within multiple organizations over time. The various organizations each will have a particular focus, allowing them to carry out their missions. Work in Phase 3 Implementation Leadership will be directed to: 1) assessing the technical and leadership capacity of local stakeholders; 2) identifying the different organizations needed to implement the plan; and 3) performing initial organization of the various groups to form an effective implementation structure.

3.1 Organizational Alternatives

Consultant's work in community engagement and stakeholder meetings throughout the process will provide a good foundation for assessing capacity for local leadership. Consultant will prepare a memorandum on the strengths of existing local capacity and the potential for capacity development. We will then prepare alternative organizational structures to advance the implementation of the Corridor Plan. The consideration of alternative structures is needed because: 1) there are always different ways to solve a problem; 2) not all existing organizations may want to participate; 3) the establishment of new organizations is an uncertain process; and 4) the funding needed to support these organizations is also uncertain.

Building on current strengths is important to solving any problem, and this applies to formulating an organizational structure to implement the Corridor Plan. A number of existing and emerging organizations will be assessed to see how they can play positive roles in implementing the plan. These organizations include:

- The emerging Corridor Improvement District
- The Housing Authority of Grand Rapids
- The Kroc Center/Salvation Army

- The City of Grand Rapids
- CDCs such as LINK-UP, ICCF and Dwelling Place
- A residential rehab network to help current homeowners improve their properties

These existing organizations will be assessed to see the role they can play in implementing the plan. New organizations may be added to these existing stakeholders, such as:

- New business associations
- New neighborhood associations and block clubs
- New social service organizations focused on education, health, etc.
- A community land trust, which serves to maintain privately owned housing as affordable housing

This formulation of an implementation structure will also involve funding considerations. Each of the existing organizations cited above has access to sources of funding and aligning the missions of these organizations to corridor improvement will be key to accessing this funding. New sources of funding for these organizations will also be explored. Consultant will prepare a memorandum on alternative organizational structures to summarize this work and present our findings and recommendations to a joint meeting of the Steering Committee and core stakeholders to discuss the alternative structures and form a consensus on the best approach.

3.2 Steering Committee Meeting

The Consultant will convene the Steering Committee to review various organizational alternatives for implementation of the Plan.

3.3 Implementation Methodology

The organizational structure, as discussed above, will be comprised of a group of stakeholder groups. In order to achieve coordinated action on implementing a Corridor Plan, a governing body must be formed consisting of representatives of the various organizations. This governing body could be called the Division Street Corridor Improvement Task Force. Consultant will work with the City to set up the organization of the Task Force and formulate draft by-laws/rules of procedure for this body. Consultant will then meet with the governing body to provide training on operations and by-laws.

The Consultant will also formulate a five-year capital improvement plan, based on the Implementation Action Agenda as refined through Phase 3 discussions. A draft five-year capital improvement program will be submitted to City staff for review and refinement before review, discussion and refinement with the Steering Committee and leadership group.

3.4 5-Year Capital Improvement Plan

Based on the results of the planning process, the Consultant will recommend specific items for inclusion in the City's 5-year Capital Improvement Plan.

3.5 Phase 3 Translation of Materials

All public deliverables and presentations will be translated and available in both English and Spanish formats.